Appendix A

Army Service Component Command Responsibilities and Organization

This appendix focuses on the functions, responsibilities, and capabilities of those operational-level organizations formerly known as echelons above corps. It addresses the dynamic nature of the theater strategic and operational requirements in the states of peacetime, conflict, and war. It contains requirements for establishing and designing a theater. It describes responsibilities, functions, and organizations required to conduct major operations and provide logistical support. It pinpoints the functional, operational, and support responsibilities of the Army service component commander (formerly known as the *theater army commander)* in the theater.

The Army service component serves as the senior Army echelon in a theater and is the Army service component command of a unified command. It includes the service component commander and all Army personnel, organizations, units, and installations that have been assigned to the unified command. The Army's operational-level organizations assist and augment tactical (corps and division) organizations.

THEATER ARCHITECTURE

During periods of peacetime deployments and training where Army forces pass through the area or operate within a CINC's AOR, but are not assigned to that CINC, the ASCC coordinates with the ASCC of the appropriate CINC to ensure those forces are supported. However, except as the NCA directs, all forces operating within the geographic area assigned to a combatant command shall be assigned or attached to and under the command of that combatant commander. The architecture of the Army in a theater is flexible enough to meet the needs of combatant commanders. The ASCC has a number of capabilities and options for organization and provides the capabilities that support a force-projection concept—from an austere to a fully developed theater.

The total capabilities the ASCC provides may not be initially required in theater for the early stages of a force-projection operation. Rather, the ASCC structure represents capabilities that would be task-organized into a selected force based upon the mission, assessment of the operational environment, constraints, restraints, and the commander's risk assessment. Each theater is unique. The functional requirements of a theater organization remain somewhat constant. The variable is the level of capability required. The ASCC tailors units to provide the specific capabilities the CINC requires and echelons those capabilities as required into the theater.

ECHELONS OF COMMAND

Historically, echelons of command at the operational level of war (EAC) have gone through an evolutionary process. During the Civil War, the Army began evolving toward larger, Army-level units with a single commander directing large forces dispersed in multiple locations. Then, during World War I, the theater commander used an intermediate headquarters—the field army—to control multiple corps. The World War II structure expanded this, using army groups and field armies between the theater and corps commanders. These Army groups were formed to control two to five field armies. In turn, the field army could control a like number of corps. Essentially, an army group could control a maximum of 25 corps.

With the structuring of the Army around a four-corps base, the requirement for the army group and field army was eliminated. However, the functions performed by the army group and field army were not eliminated, resulting in those functions (Title 10) being performed by a forward-deployed theater army and its requisite subordinate organizations performing specific functions. Additionally, the requirement for a multiple corps operation required the capability to constitute at least an operational-level headquarters (a numbered army) for C^2 of the operations.

Should multinational forces be added to a conflict, as we anticipate to be the case, larger formations are possible. The issue then becomes one of span of control for the theater CINC. Modern forces have a significant mobility advantage over their World War II counterparts, where the US Army last formed army groups. That mobility advantage permits smaller formations to operate over larger AOs. Army echelons reflect the unified command structure, increased span of control capabilities, and improved weapons technology. Corps serve as the Army centerpiece for structure and are normally the building blocks upon which the Army organizes. The ASCC, formerly called the *theater army commander*, carries out the Title 10 responsibilities within the theater.

Subordinate JFCs may control multiple US Army corps without an intermediate Army headquarters. Then, the ASCC carries out the Title 10 responsibilities in lieu of the theater army. However, the ASCC may choose to organize a numbered army as an intermediate headquarters between the corps and the JFC to command and control operations when required by METT-T. Army organizations are structured to enable them to perform the missions to which they are assigned. At corps and below, those missions are primarily tactical. Corps and below units must be augmented to perform at the operational level. Still, units that normally operate at the tactical level may not have the operational perspective necessary to skillfully link tactical operations to strategic objectives.

When a corps or division is fully engaged at the tactical level, it cannot be expected to assume responsibility for the additional functions and command responsibilities that correspond to the operational level. It has neither the personnel nor materiel resources to perform both responsibilities. Chapter 6 discusses these additional requirements in detail. Under the force-projection concept, a tactical-level unit may conduct operational-level operations. In principle, these operations should be performed by an echelon not directly responsible for commanding tactical operations. The tactical force commander must be free to concentrate resources on the tactical mission. Whereas, the operational-level commander must be free to concentrate resources on the performance of the three operational-level tasks—joint, multinational, and interagency linkage; conduct of Army operations; and support of Army operations.

The Army contributes operational-level organizations to support joint and multinational operations. Operational-level units fight and support, as well as make up a support base. Operational-level forces may be part of a forward presence that serves as a symbol of US national resolve. Other forces remain in the US to provide rapid force projection to forward-deployed units or to execute contingency operations. Whatever the case, Army leaders need to be familiar with those Army operational-level forces that contribute capabilities to joint and multinational operations. US Army levels of command include—

- Army service component command.
- Numbered army.
- Corps.
- Division.
- Brigade, regiment, or group.
- Battalion or squadron.
- Company, battery, or troop.

These echelons of command provide a means for commanders to achieve operational- and tactical-level objectives. Each of these echelons has its own set of capabilities and considerations.

THEATER REQUIREMENTS

The Chief of Staff of the Army, with the CJCS and unified command authorities, configures the Army service component to the unified commands to meet theater requirements.

PEACETIME

In peacetime, the CINC normally exercises COCOM through the ASCC. The ASCC must have a strategic and operational perspective while executing his responsibilities. He serves as the principal advisor to the CINC for supporting and employing ARFOR in theater. The ASCC participates in mid- and long-range planning to support the CINC's theater strategy and campaign plan, conducts major operations that support the CINC's campaign plan, and provides sustainment and support of all ARFOR assigned or attached to the theater. The ASCC may exercise OPCON of selected forces. He may command forces executing combat operations or MOOTW.

The ASCC performs three strategic and operational-level tasks—

- •Establish linkages and coordinate with the joint force head quarters and other service component commanders.
- •Conduct operations.
- •Conduct support operations to sustain the ARFOR assigned to the theater.

The ASCC's strategic task in peacetime is to carry out the strategic logistics tasks and priorities for the CINC. The ASCC's operational role in peacetime is to plan and conduct operations and exercises to execute the CINC's theater strategy and plans. The ASCC is responsible for sustaining all forces in theater and maintaining the capability to expand to accommodate ARFOR required for theater operations plans. For a complete discussion of service component responsibilities, see Joint Pub 0-2, Chapter 3.

CONFLICT AND WAR

As the theater transitions to conflict or war, the CINC may choose one of several options to exercise COCOM. Each of these options has different impacts on the employment of ARFOR. The CINC may choose to continue to exercise COCOM through the ASCC. The ASCC would conduct major operations and continue to provide sustainment and support of all ARFOR assigned or attached to the theater. The CINC may assign the ASCC support-related tasks solely or a combination of both support and operational tasks.

The CINC may choose to exercise COCOM through a JTF for a limited duration mission. The ASCC would place ARFOR under OPCON of the CJTF for the conduct of operations. The CINC also could designate the ASCC as the CJTF. The ASCC would focus on all three operational-level tasks. The CJTF may choose to organize his command by service element, functional component, subordinate JTF, or any combination of these. The ASCC, if not the GJTF, would continue to focus on sustainment and support of all ARFOR assigned or attached to the theater.

The CINC may choose to exercise COCOM directly over specific forces. The ASCC would place ARFOR under the direct OPCON of the CINC for the conduct of operations. The ASCC would continue to focus on sustainment and support of all ARFOR assigned or attached to the theater. If the CINC chooses to exercise COCOM through functional component commanders, three scenarios are possible.

- •The functional component commander might also be the ASCC. The ASCC would conduct major combat operations and support operations for the theater.
- •The functional component commander might also be an Army commander—but not the ASCC. In this scenario, the ASCC could establish a numbered army, and the numbered army commander could be the functional component commander. The ASCC would place ARFOR under OPCON of the numbered army commander for the conduct of operations. Within the functional organization, the numbered army commander would perform the three operational-level tasks. However, the ASCC would continue to focus on sustainment and support of all ARFOR assigned or attached to the theater.
- •The functions component commander might also be a commander from another service such as the Marine Corps. In this scenario, the ASCC would place ARFOR under rider OPCON of the functional component commander for the conduct of operations. Within the functional organization, the ARFOR commander would perform the three operational-level tasks. The ASCC would continue to focus on sustainment and support of all ARFOR assigned or attached to the theater.

As the theater transitions to conflict or war, the probability increases that the CINC will separate the ASCC's operational

responsibilities from its support role. The CINC may designate another commander to focus on conducting combat operations, while the ASCC concentrates on conducting support operations.

SUPPORT AND OPERATIONS FUNCTIONS

The ASCC provides to the CINC a collection of capabilities, functions, and C^2 elements to accomplish the mission. With the initial deployment of forces, the ASCC, based on METT-T, tailors his organization to provide the required support to conduct major operations, battles, and engagements. The ASCC's support function has a major impact on the design and conduct of campaigns and major operations. The ASCC must get the right ARFOR to the right place at the right time to enable the CINC to strategically concentrate forces and logistics to generate decisive combat power. Figure A-1 illustrates the capabilities and functions the ASCC provides.

The ASCC becomes intimately involved with decisions concerning competing demands for limited resources. He assists the theater CINC in the development of support priorities,

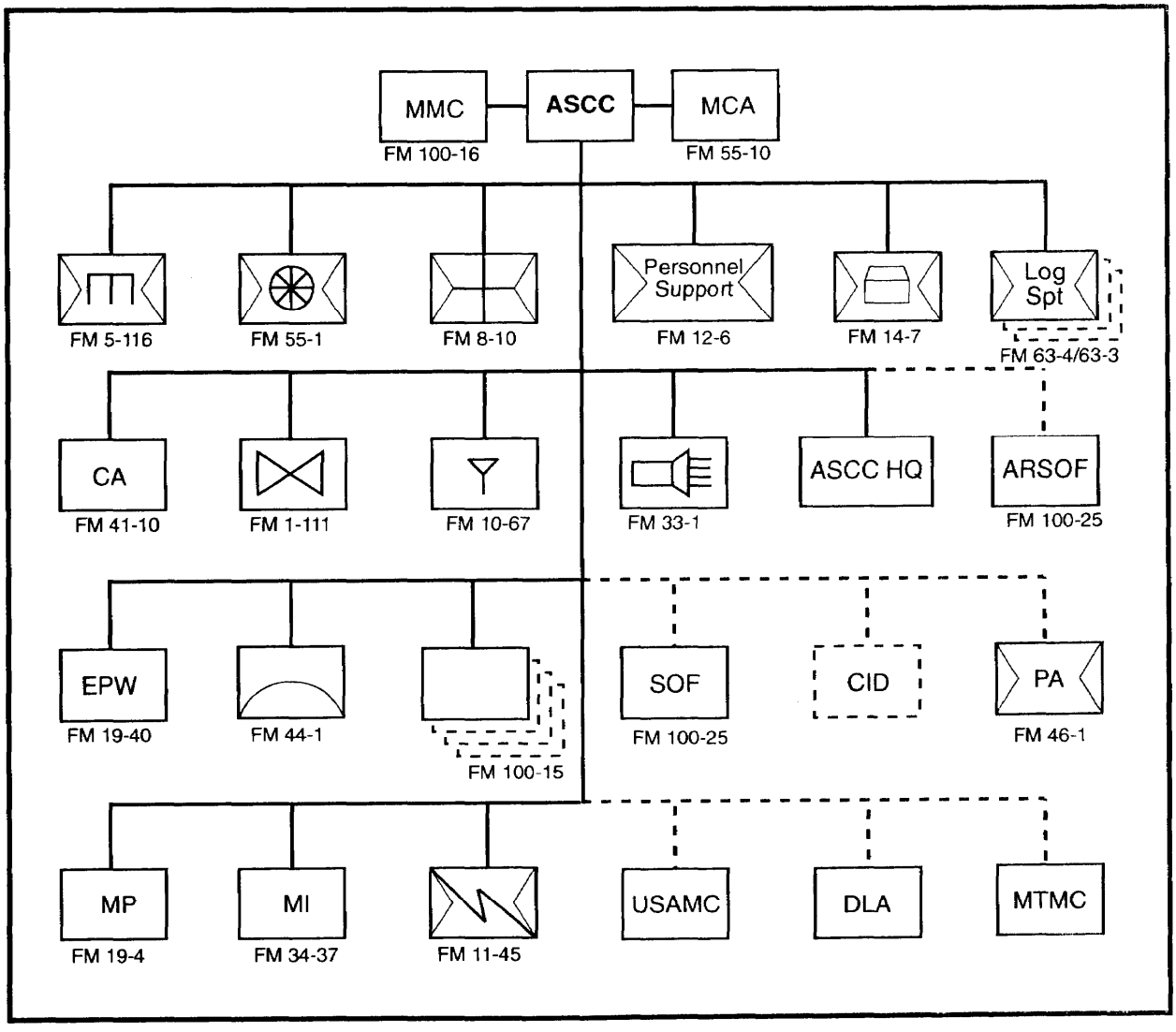

Figure A-1. Army Service Component Command Capabilities and Functions

particularly those affecting other services. To support the force-projection concept and in addition to projecting forces and support, the ASCC must also coordinate the projection of additional required support from CONUS, another theater, or an intermediate support base, using air lines of communication (ALOCs) and sea lines of communication (SLOCs). Figure A-2 illustrates this situation.

In contingency operations, upon entry into the AO, US forces may be either opposed or unopposed. Each type entails a different mix of forces and capabilities. The existence of little or no in-theater support base may require that a large logistics organization, with augmentation from strategic and operational-level logistics organizations, accompany the deploying tactical unit. The synchronization of the deployment of CSS units, supplies, and C^2 with the increase in combat capabilities is critical.

Theater logistics support requires a seamless logistics profile, from strategic logistics—DLA, USAMC, and General Services Administration—to logistics field units. The historical C^2 and support structure provided in a mature theater may not be in place. Units must rely on a logistics system that operates on the basis of projecting and supporting force capability instead of supporting units and echelons. Implementation of concepts, such as split-based operations, total asset visibility, in-transit visibility, real-time communications, and pre-positioned materiel (on land and afloat), along with improved strategic lift capability, ensures sustainment of the projected force. FM 100-16 describes these concepts in detail.

Because of the changing nature of the force size, necessary time frame, and resource constraints, units must be capable of providing mission-essential support before the arrival of doctrinal logistics units or when deployment of logistics units would exceed what is required to support the force's mission. Mission- and capability-oriented modular elements are designed to support combat-essential requirements through sequencing capabilities into the AO. The capability projection of logistics support must focus on two critical areas: essential requirements and the strategic end state. Decisions made early in the process affect the end result. If a developed support infrastructure is absent or eliminated in an area, an ASCC headquarters could serve as the nucleus for a theater base development process. One example of a possible ASCC headquarters organization is shown in Figure A-3. For other examples refer to FM 101-5.

The ASCC headquarters conducts planning and coordinates major operations and support through flexible combinations of area and

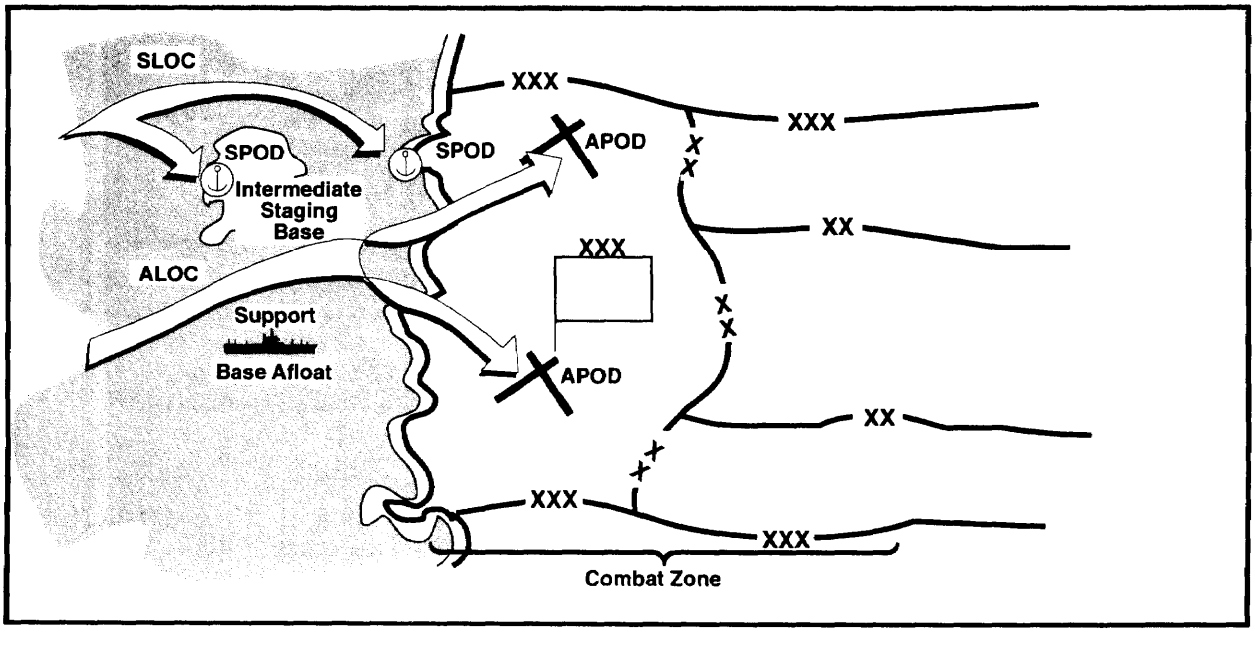

Figure A-2. Contingency Operation Without a Communications Zone

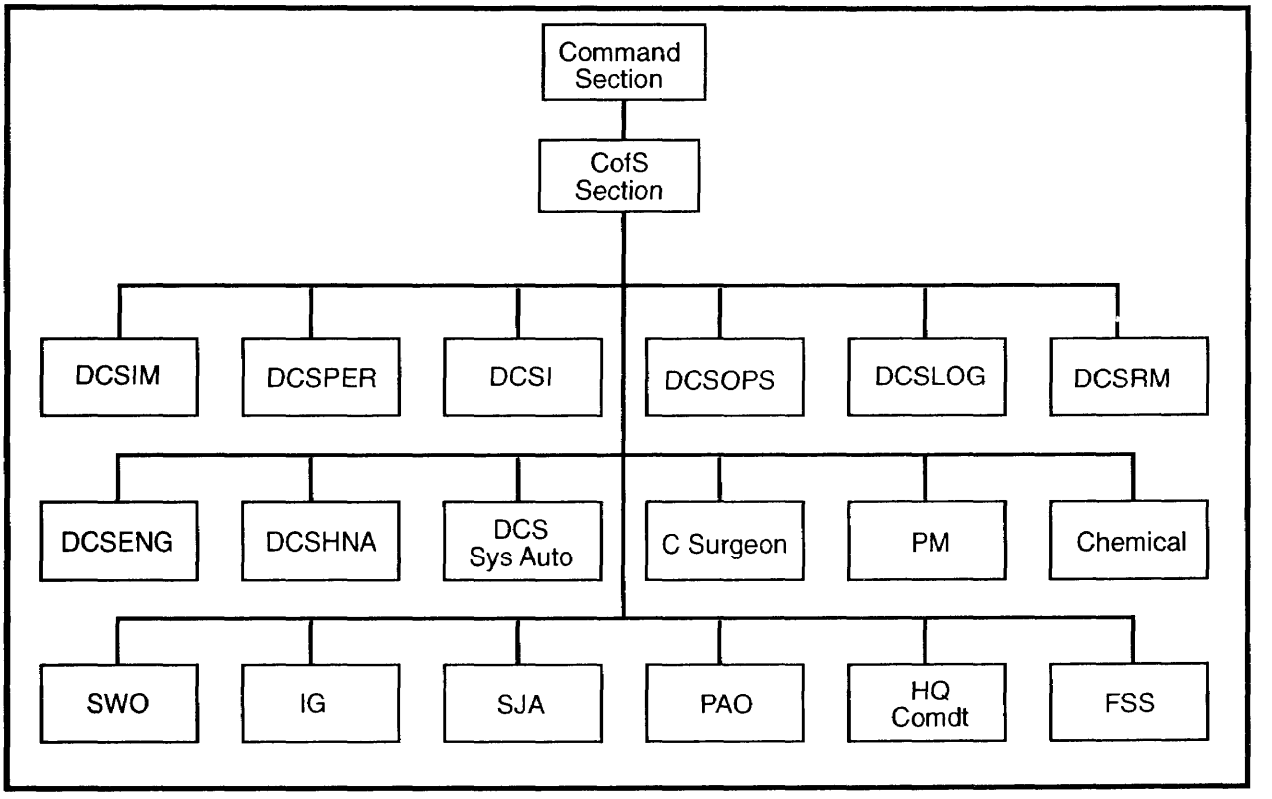

Figure A-3. Army Service Component Command Headquarters Echelonment

functionally oriented organizations. Headquarters management involves managing the organization and administration of the headquarters, including—

- Coordinating and supervising movement, internal arrangement, space allocation, and administrative support.
- Supervising agencies that service the command, such as the American Red Cross; civilian safety personnel; morale, welfare, and recreation personnel.
- Recommending manpower allocation, especially in the use of personnel authorized in large numbers to the headquarters.
- Allocating shelter in the headquarters area for troops, in coordination with the G3 for area organizations and the G4 for provision of shelter.
- Providing control and standardization of procedures within the headquarters. All staff officers are responsible for proper administrative activities within their own staff sections.

The ASCC is responsible for managing the Army's support base in a developed theater. Besides managing the Army's support base, the unified commander may designate the ASCC as the JRAC responsible for surface security of the entire JRA, organization and operation of the theater support base, and conduct of rear operations for all land component services (Joint Pub 3-10.1).

SUPPORT FUNCTIONS

A developed theater consists of forward-deployed resources and forces with some level of installation and HNS. In war, this theater support base, or JRAC, would be located in the intratheater COMMZ or in a dispersal area. The ASCC operates within the theater's developed infrastructure and CINC's strategic priorities to receive forces and resources through seaports of debarkation (SPOD) and aerial ports of debarkation (APOD). The ASCC establishes the logistics infrastructure for the theater of operations and assists in establishing and adjusting theater LOCs. The ASCC receives, equips, marshals, stages, and moves units forward to the tactical assembly

areas for employment. The ASCC continues to support and reconstitute these deployed ARFOR. Upon termination of conflict, the ASCC continues to provide support to the ARFOR to allow redeployment and reconstitution of the force. The theater organization with a COMMZ is depicted in Figure A-4.

Multifunctional Logistics Support

The CINC, with advice from the ASCC, may organize logistical support in his AOR with single, subordinate commanders responsible for large geographic areas. Normally, the ASCC places these areas under the command of a logistics C^2 headquarters. The ASCC may further divide the support areas into smaller areas assigned to a logistics task-organized support element. The ASCC establishes as many logistics headquarters and logistics task organization elements as needed to efficiently support his force in theater. Figure A-5 illustrates this area command structure.

Logistics Command and Control Headquarters

The ASCC must provide total support to all ARFOR in theater. If the ASCC chooses to focus on operations and streamline his span of C^2, he may establish a deputy commander for support and make him responsible for oversight of the total support mission. Or, he may choose to retain control of the support function and orchestrate it through his deputy chief of staff for support or appropriate coordinating staff office—that is, DCSPER, deputy chief of staff for logistics (DCSLOG), or deputy chief of staff for resource management (DCSRM).

To orchestrate the many supply and service missions, the ASCC establishes a logistics C^2 headquarters in the COMMZ. It provides reception and operation staging to units located in or passing through the COMMZ. This reception and operation staging includes personnel and administration support, direct support (DS) maintenance, and supply, field services, and local transportation provision.

The logistics C^2 headquarters provides backup logistical support to corps or other subordinate units and performs general

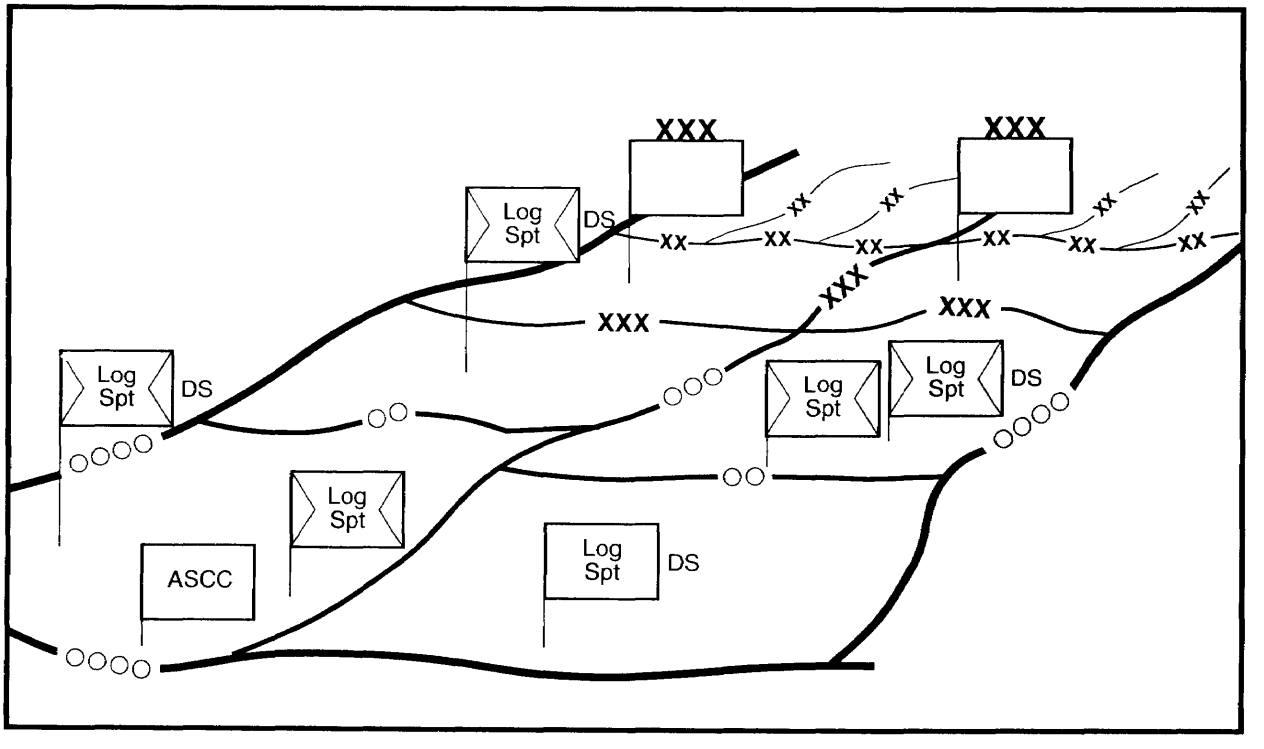

Figure A-4. Support in Intratheater Communications Zone

support (GS) maintenance to support the Joint Theater Logistics System (JTLS) under work load direction of its materiel management center (MMC). The logistics headquarters coordinates area functions, such as traffic circulation and population control, with host nation agencies and MPs and coordinates property maintenance activities with the engineers. This headquarters provides an organization for centralized control of all Army EOD efforts in the theater. This provision allows the ordnance organization commander, with direction from the ASCC's staff, to quickly focus EOD assets to critical locations or operations. FM 9-15 covers EOD structure and operations.

Working with the deputy chief of staff for engineers (DCSENG), the ordnance organization plans and coordinates counterunexploded ordnance operations. Either in the corps or in logistical bases, EOD units can be quickly reassigned to meet any battlefield requirement. When EOD detachments are not readily available, the ASCC may direct engineer units to conduct counterunexploded ordnance operations. Additionally, unit level organizations must train to identify unexploded ordnance (UXO) and perform self-extraction from submunitions and scatterable mines on the battlefield. The ordnance unit (EOD) within the logistics C^2 headquarters acts as the information flow manager for technical intelligence dealing with UXOs. It is responsible for channeling this information out of the theater and back down to each detachment.

Additionally, the ASCC, through the logistics C^2 headquarters, plans and executes rear security operations in the COMMZ. The ASCC may task the logistics headquarters to provide out-of-sector support. Figure A-6 shows a typical logistics C^2 organization that the ASCC could design to provide the logistics C^2 functions (less provision for Class VIII and classified maps). The attached organizations are METT-T dependent.

Area Support

The ASCC tailors LSE organization to provide area support based on its subordinate organizations, unit missions, and services required by the forces within the specific AOR. The most common situation requires an element to command and control a mix of DS and GS units, though emphasis is on DS to the units in or passing through its servicing area.

Functions normally provided on an area basis include maintenance, supply and services, and petroleum supply. Strategic logistics organizations (DLA, USAMC), as determined by memorandum of agreement (MOA) or MOU with appropriate commands, also provide support on an area basis. Additionally, medical units provide HSS on an area basis but maintain a separate C^2 element.

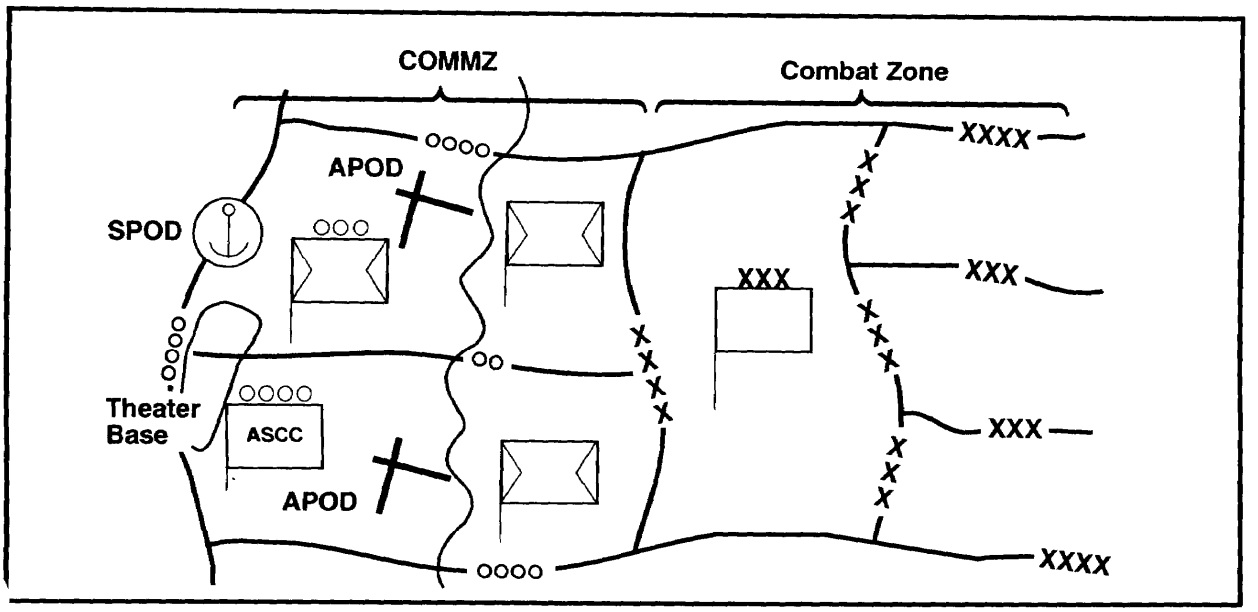

Figure A-5. Communications Zone Area Support Structure

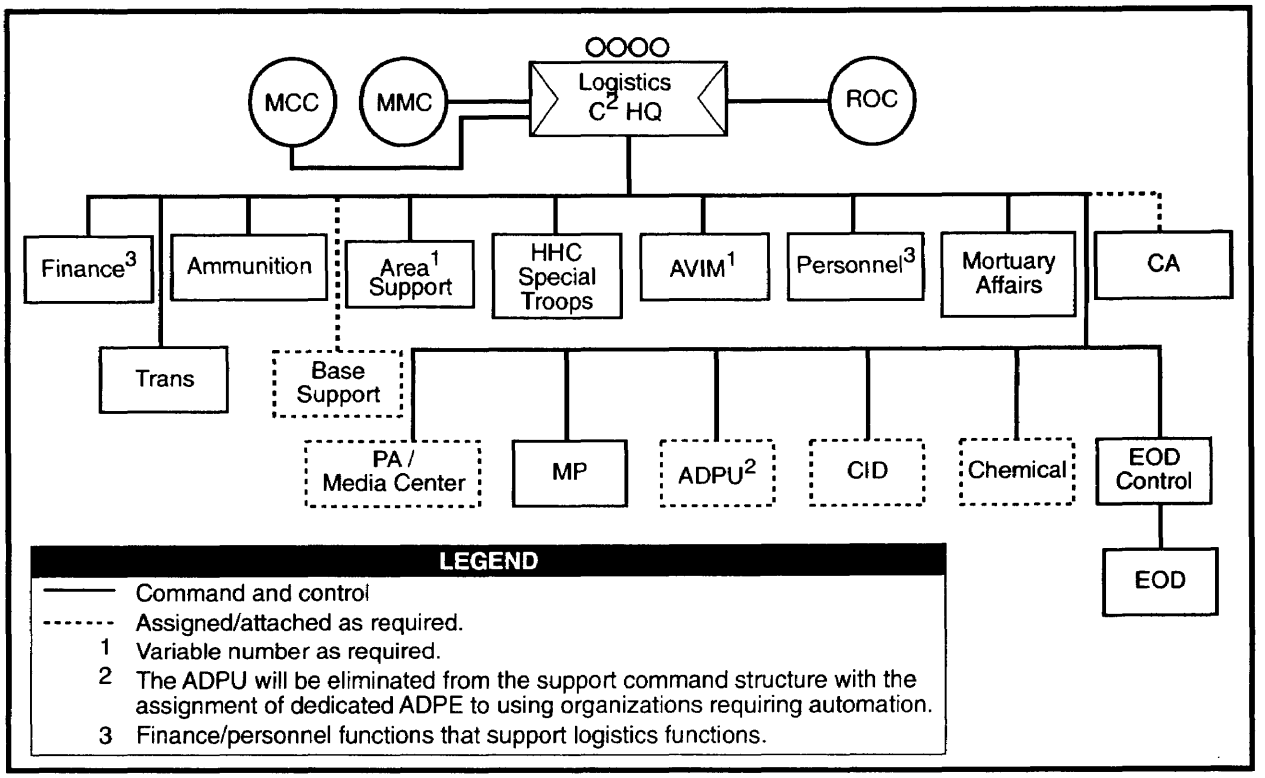

Figure A-6. ASCC Operational-Level Subordinate Logistics Organizations

The C^2 element may also coordinate and execute rear security operations. An area support C^2 organization is shown in Figure A-7.

Specific Functions

The ASCC must provide special functions to provide GS in both the COMMZ and CZ. A deputy commander for operations, a deputy commander for logistics, or someone reporting directly to the ASCC may provide the functions to the command. If the theater matures for a long-standing mission with forward-deployed troops, then functional commands, based on METT-T, could be established for the areas of—

- •Signal.
- •Personnel service support.
- •Public affairs and news media.
- •Finance.
- •Engineer.
- •Transportation.
- •Combat health service support.
- •Air defense.
- •Special operations support.
- •Civil affairs.
- •Aviation support.
- •Intelligence structures.
- •Petroleum functions.
- •Ammunition supply and storage.
- •Movement control
- •Materiel management

Signal

The ASCC, through his G6, provides information system support to all US Army elements within the theater. The ASCC signal function requires an integrated communication network within the COMMZ, out-of-theater access, and interface with the CZ systems. During the planning phase of any operation, planners must consider initial deployment through a fully mature theater, sustained operations, contingency plans, phased reduction of signal support as units redeploy, and signal support requirements supporting posthostility activities.

The ASCC tailors the organizational-level signal organization to meet his requirements for C^4 support. This support includes communication, automation, visual

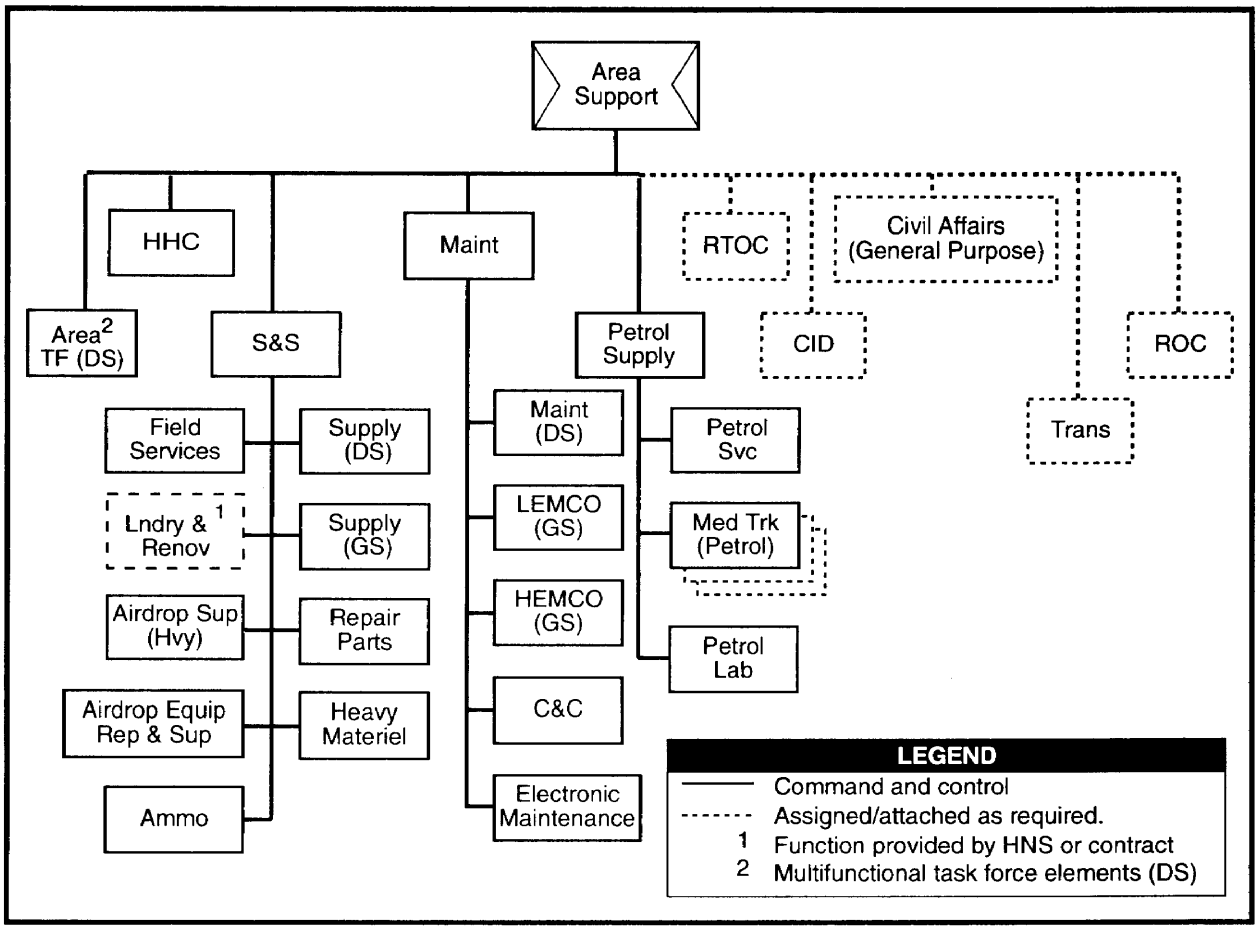

Figure A-7. Operational-Level Logistics Area Support Function

information, printing and publications, and records management. Specific signal capabilities employed from initial entry into the theater to a mature theater are dependent upon the operational environment of the particular theater. The CINC acquires DCS access primarily through TACSAT, DSN, and MILNET/DISNET trunks. The CINC takes maximum advantage of the host nation communication infrastructure. FM 11-45 discusses the operations of operational-level signal organizations and details the information mission area (IMA) support provided by the various organizations. If required, the ASCC may establish an operational-level signal C^2 organization as depicted in Figure A-8.

To support the force-projection army, operational-level information services mesh seamlessly with those of the sustaining base, which may be located within CONUS or another theater. This connectivity and reach-back capability allows for split-based operations and is achieved using means such as military or commercial satellite communications, high frequency radios, or commercial fiber optic links. Interoperable gateways provide the means to interface between tactical and strategic systems via DCS entry points. These gateways also provide connectivity with joint and allied forces. The net effect is to allow forces to deploy worldwide without sacrificing their ability to exchange securely and reliably information in theater and with CONUS-base information resources. See Figure A-9.

Personnel Service Support

The ASCC, through the deputy chief of staff for personnel (DCAPER), is responsible for all GS personnel operations. The theater DCSPER manages critical personnel systems and synchronizes personnel network operations throughout the theater. The operational-level personnel C^2 organization must be flexible and able to adjust to specific

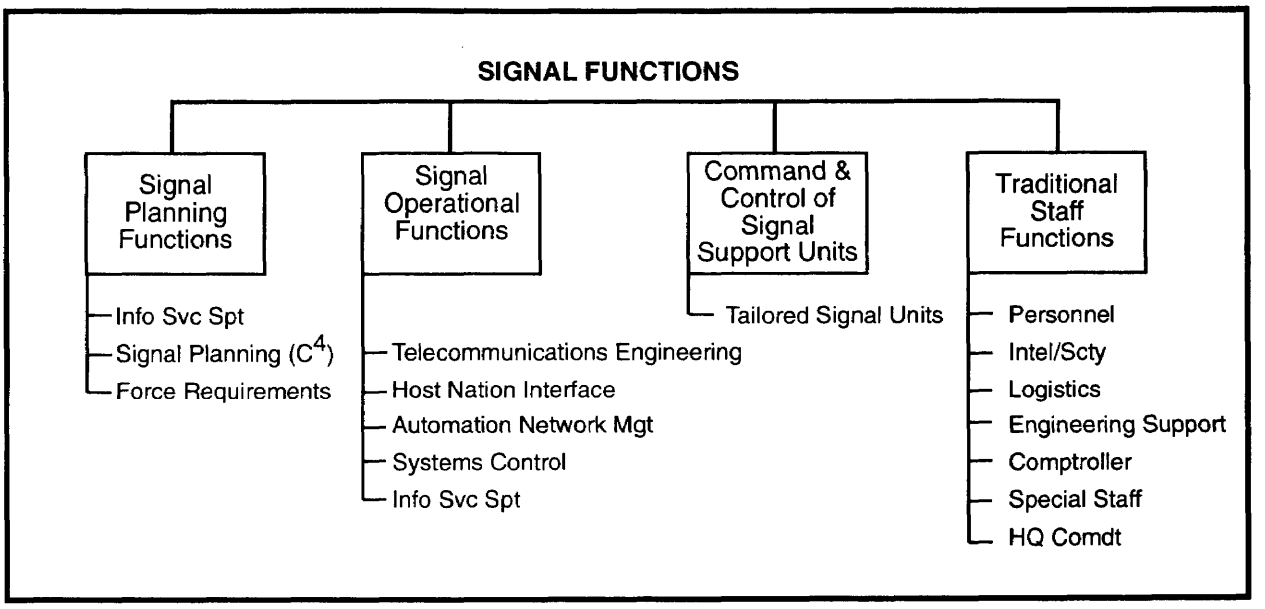

Figure A-8. Operational-Level Signal Functions

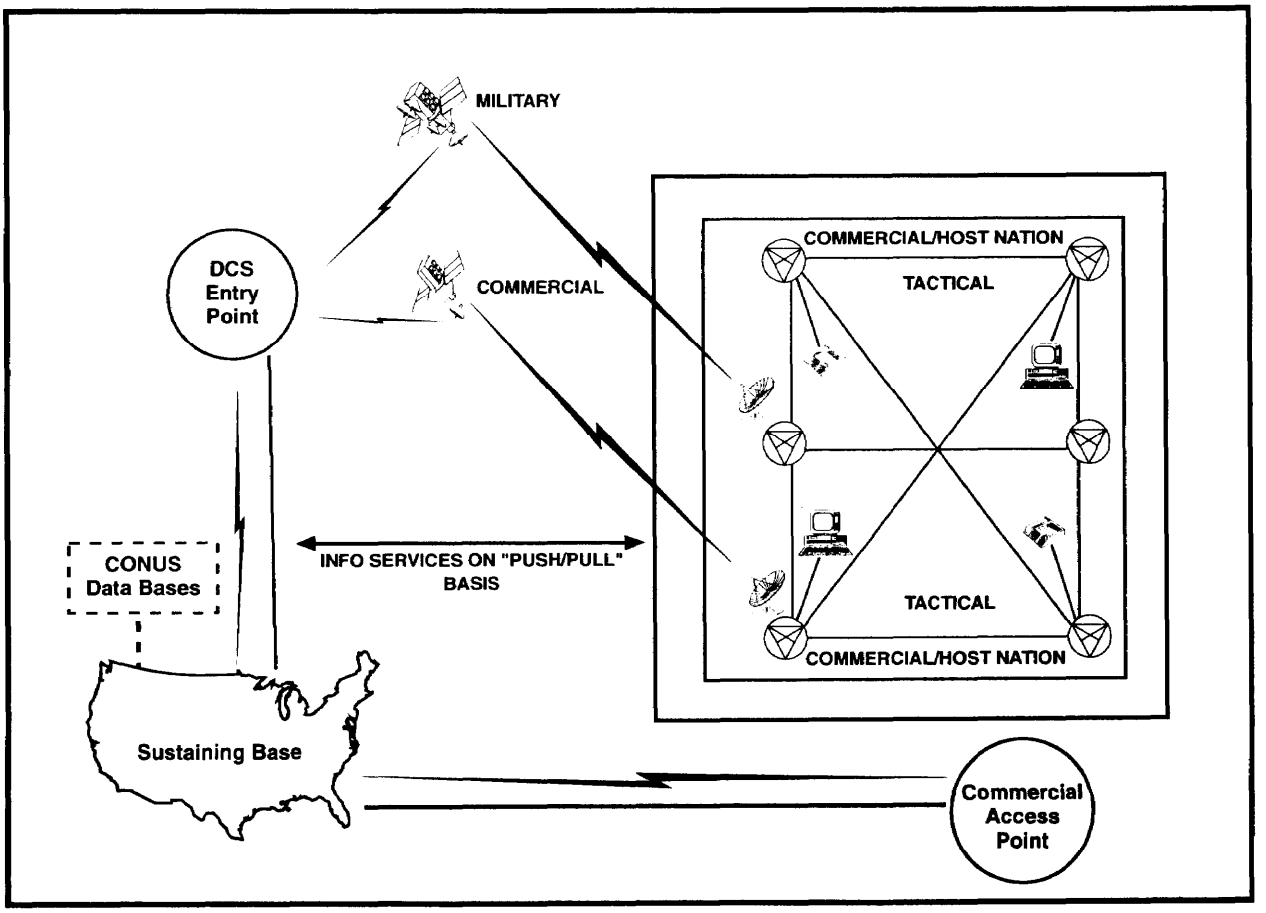

Figure A-9. The Army Information System Network

theater support requirements. The ASCC may initially deploy elements to perform the personnel management function. This element would be comprised of key sections from each functional personnel area and a C^2 section. Additional elements deploy in follow-on echelons according to conditions dictated by METT-T. Further adjustments take place through changes in subordinate unit number and type.

Operational-level major personnel functions are strength accounting, replacement operations, postal operations, casualty operations, personnel information systems, and personnel readiness. FM 12-6 provides detailed discussions of operational-level personnel functions. An operational-level personnel organization is illustrated at Figure A-10.

When established, the operational-level personnel functional command organization is under the staff supervision of the theater DCSPER. In fulfilling its responsibilities to synchronize the tactical functions of manning and the personnel services the personnel organization exercises C^2 and provides technical guidance on personnel management to the subordinate personnel organizations.

The personnel organization can task-organize a functional area staff element. This element sustains personnel readiness, directs theaterwide personnel systems, synchronizes personnel network operations, directs GS postal and replacement activities, and manages essential personnel services. When established, the element draws personnel from personnel operations and replacement, postal, and personnel service areas within the personnel C^2 organization. HQDA, US Total Army Personnel Command (USTAPERSCOM), DCSPER, provides a civilian support cell, which does not include the C^2 elements.

The operational-level personnel organization uses the theater communications network to transmit reports and statistics in theater and to CONUS. It must have access to voice and digital communications capabilities with USTAPERSCOM to exchange information and data on personnel strengths, casualty operations, and replacement operations. The information exchange priority between these organizations demands direct, real-time electronic communication, both voice and digital. The personnel community must also maintain close coordination with medical, mortuary affairs, provost marshal, and other communities that provide replacements (such as hospital or straggler returnees) or casualty information. The total theater personnel community, comprised of personnel units and personnel staff elements, including the theater DCSPER and the G1-S1 staffs, is responsible for the support of personnel operations. Its primary mission at the operational level is to sustain theater personnel strength and manage theater personnel support systems. As such, it enhances soldier combat capability

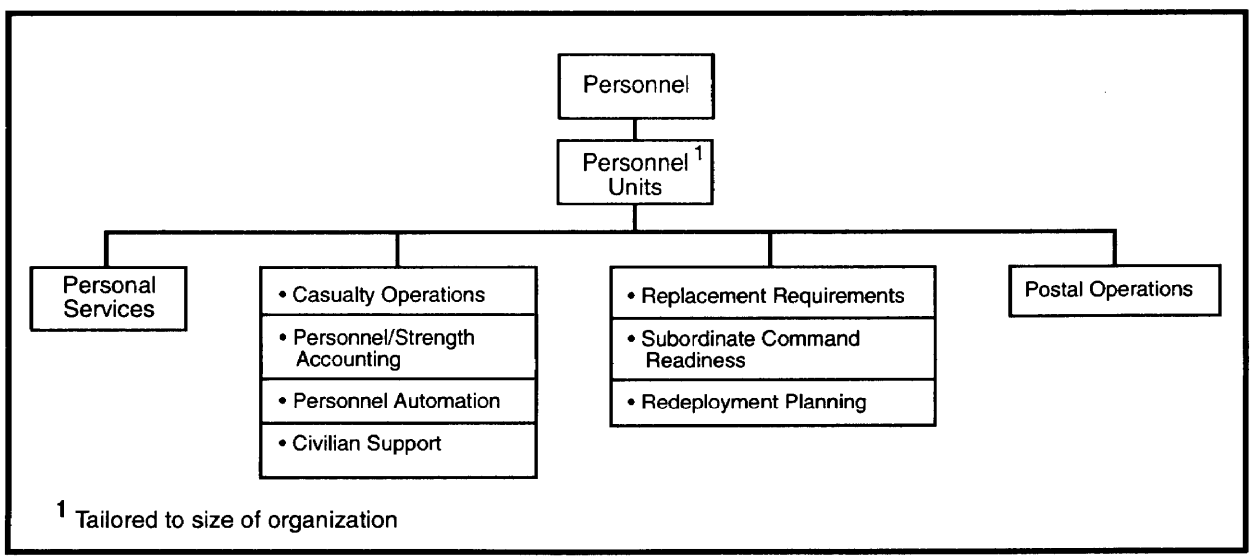

Figure A-10. Operational-Level Personnel Function

through a full range of sustainment activities and thereby increases combat power. The theater personnel community must perform the following functions:

- Report total Army theater strength to Army PERSCOM and HQDA.
- Integrate all personnel support activities within the theater.
- Establish general theater-unique personnel policies and manage services to soldiers, civilians, and joint or allied personnel.
- Assist the ASCC in evaluating and influencing the theater command climate.
- Direct morale, welfare, and recreation activities; alcohol and drug abuse prevention and control; equal opportunity; and safety programs.
- Prepare the personnel estimate.
- Recommend theater replacement priorities to the DCSPER HQDA.
- Prepare personnel service support plans and orders to support the theater campaign plan and its branches and sequels and ensure subordinate plans support the commander's desired end state.
- Direct GS activities within the postal and replacement management systems.
- Track the force, project replacement needs, and ensure subordinate unit personnel plans support branches and sequels of the campaign plan.
- Prepare to function as the J1, if designated by the theater CINC and augmented by additional joint personnel.

Whether committed to MOOTW or war, personnel service support organizations are tailored to satisfy the operational requirement of the theater independently or with allied forces. To ensure unity of effort, joint personnel services require formal agreements, MOUs, and exchanges of liaison officers.

Public Affairs and News Media

A key factor that must be considered at the strategic, operational, and tactical levels is the presence of national and international media representatives and the effects of global visibility on the planning and execution of operations. Leaders must understand that the perception of an operation can be as important to success as the actual execution of the operation. Leaders must recognize that the global visibility of today's media is bridging the gap between the strategic and tactical levels, so that a tactical victory can be an operational or strategic loss and vice versa. The media's ability to provide detailed, graphic, and live coverage of events from anywhere in the world has made military operations into spectator events watched in real time by the American public, allies, and adversaries. This allows media personalities, politicians, pundits, critics, and academics to become active participants in the debate about the way the operation is being executed.

Also, the American people have a right to know about Army operations. More importantly, the Army has a vital interest in ensuring an expedited flow of complete, accurate, and timely information about Army operations. Doing so fulfills the Army's obligation to keep the American people informed. It also helps to establish the conditions that lead to confidence in America's Army and its conduct of operations in peacetime, conflict, and war. When soldiers, their families, the nation's political leaders, and the general public perceive that the Army is conducting operations competently, professionally, and ethically, the morale, esprit, and effectiveness of the Army force is enhanced. This is critical to successful mission accomplishment.

The key to achieving an expedited flow of complete, accurate, and timely information about Army operations is the integration of PA estimates and recommendations into the planning and decision-making process. PA elements must assess internal and external information needs and expectations and analyze what is being published by the media. They must develop strategies that support open and independent reporting. They must ensure that their strategies are synchronized with the PA guidance of higher headquarters. They need to carefully coordinate their effort with related information communication functions, such as combat camera, as well as CA and PSYOP. PA success comes from open, honest, proactive information communication. PA personnel serve as the interface between the military and the media. They work to communicate the Army perspective and to ensure that reporting is fair and balanced. They try to educate media representatives on the military and the operation, and they

prepare military personnel to interact with the media. Although the commander and the PAO are the organization's official spokespersons, all soldiers are potential spokespersons. The media often perceive junior soldiers as especially candid, honest, insightful, credible. PA personnel play a key role in facilitating media-soldier interaction.

Besides serving as the interface between the military and the media, PA supports the commander's program to ensure that the information needs of soldiers and their families are met. PA personnel develop a strategy based upon the critical information soldiers and their families need to understand the operation and the mission and the information they need to maintain their morale and esprit. This strategy identifies the product requirements for communicating information within the theater and between the theater and home station. It synchronizes commercial contract services and Army production capabilities to most effectively and efficiently provide those products.

Finance

The ASCC provides finance support to the force through his operational-level finance unit commander, who also serves as the staff finance officer. Separately, the DCSRM provides the operational-level resource management support to the ASCC. The operational-level finance function is to sustain Army, joint, and multinational operations by providing timely commercial vendor and contractor payments, various pay and disbursing services, and essential accounting. Military pay, travel, and disbursing are missions that impact morale support and, as such, provide an additional combat multiplier. If established, the operational-level finance C^2 organization provides finance support to all joint and multinational commands, as ordered, and provides policy and technical guidance to finance units. FM 14-7 covers finance activities. A possible operational-level finance function is shown in Figure A-11.

The finance function includes centralized theater support missions such as currency funding, commercial accounts, foreign national

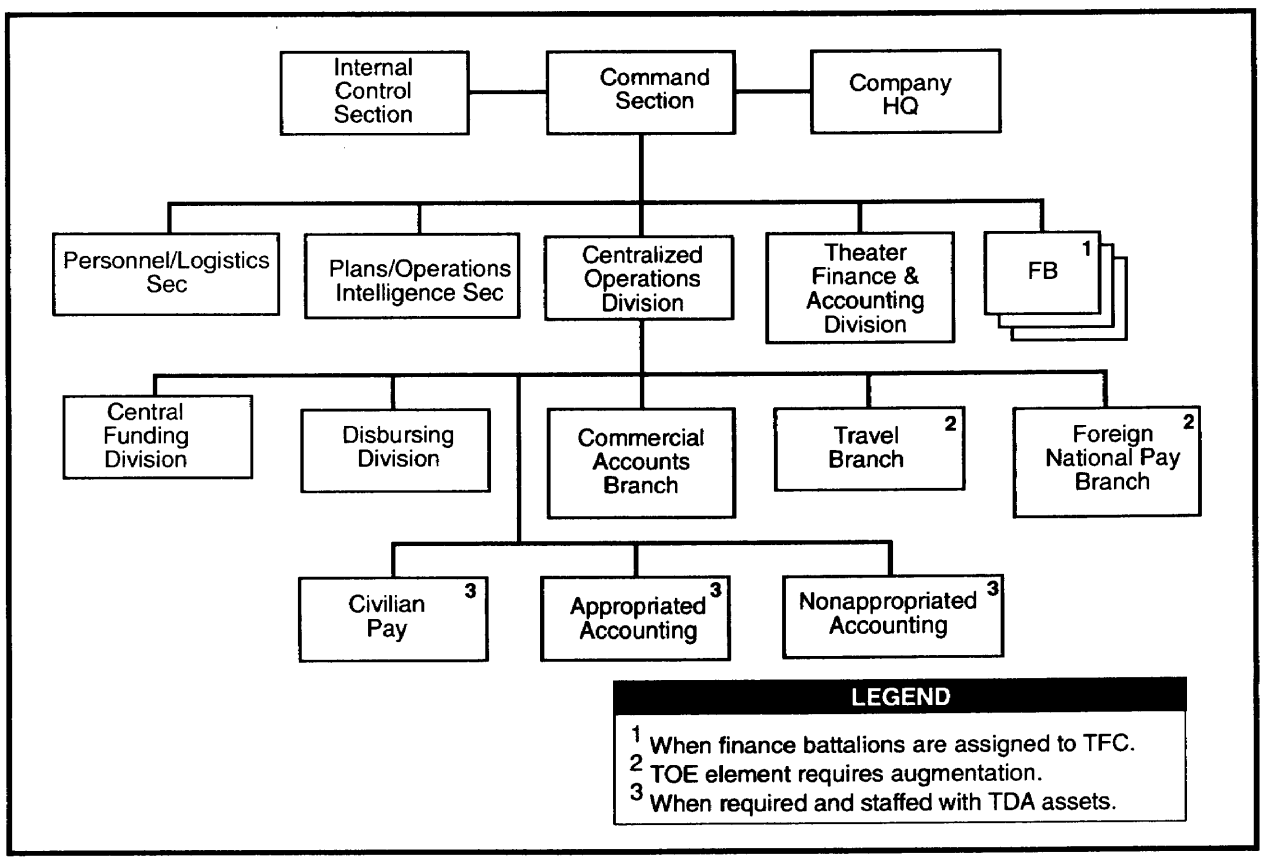

Figure A-11. Operational-Level Finance Function

pay, and appropriated and nonappropriated fund accounting. When designated by DOD, it also provides currency funding support to other US and allied organizations in the theater. The operational-level finance command—

- •Establishes theater financial policy to ensure consistent application of DOD finance and accounting policy.
- •Coordinates finance support requirements within the theater.
- •Recommends allocations of finance units in theater.
- •Reviews theater operations plans and prepare annexes to ensure proper support of operations.
- •Coordinates HNS for finance and accounting requirements.
- •Supports NEO.
- •Performs/coordinates logistical, operational, and administrative actions for assigned finance units.
- •Ensures operational readiness of assigned finance units.

Finance units provide the full range of finance and accounting services to all soldiers and units in the theater. These units formulate command financial policy, establish finance procedures, and provide finance support for the AOR within the theater, to include—

- •Preparing and paying commercial vouchers.
- •Cashing negotiable instruments.
- •Preparing and paying foreign national payrolls.
- •Funding tactical exchange facilities and other nonappropriated fund instrumentalities (NAFIs).
- •Preparing and paying travel vouchers.
- •Accounting for pay to EPWs and civilian internees.
- •Providing currencies for local procurement payments, foreign national payrolls, imprest funds, combat payments, day laborer payments, intelligence and counterintelligence operations, and claims.

During operations, the level of formal accounting services that finance elements perform in the theater depends on the intensity, duration, and location of the operation. Following coordination by the CINC or CJTF with the Assistant Secretary of the Army for Financial Management (ASA-FM), the ASCC may approve the transfer of accounting functions to a designated finance support activity (DFSA) in CONUS. The finance element continues to ensure that necessary documentation and data are provided to the DFSA to accomplish the accounting function. The ASCC establishes the amounts of monthly cash payments made to individual soldiers. Finance support teams (FSTs) pay soldiers when and where their commanders desire. FSTs are able to make contract payments, commercial vendor payments, and combat payments and process pay inquiries.

Engineer

The ASCC tailors the engineer structure to the theater requirements with the staff advice from his DCSENG. The operational-level engineer commander provides C^2 and a central organizational framework for the engineer effort. Engineer forces outside corps focus on reinforcing and augmenting corps engineer efforts, developing the theater support base, and maintaining an infrastructure for sustainment. This focus involves—

- •Planning.
- •Ensuring operational mobility.
- •Coordinating all theater engineer assets.
- •Providing direction of construction, real property maintenance activities, LOC sustainment, rear area damage control, engineer logistics management, and base development.

The ASCC tailors the engineer structure to his theater requirements. Engineers must be closely tied into current and future operations. Engineer units provide versatility to the operational commander. All engineer units (combat, construction, or topographic) focus on operations in the CZ. In addition, they support the theater by providing general engineering support at the operational level. The engineer's operational-level topography unit and a variety of specialized engineer teams support or augment engineer forces throughout the theater. Combat heavy engineers weight the main effort and provide sea, air, and land operational and strategic mobility. A typical operational-level engineer C^2 organization is shown in Figure A-12. FM 5-116 discusses the operational-level engineer function.

Theater construction management often spans multiservice requirements. The CINC may direct the establishment of a regional contingency engineering manager (RCEM) to control all theater-level engineering. The operational-level engineer commander can perform this role if the CINC designates the ASCC as the RCEM and the ASCC designates the operational-level engineer commander as his agent. To support force-projection requirements for early deploying engineer units, an engineer element may deploy by sections to meet highly variable work loads and situations. The US Army Corps of Engineers (USACE) may establish field offices that specialize in contract construction, real property management, and host nation construction support.

Transportation

The ASCC provides theaterwide transportation support. This operational-level transportation function includes mode operations that involve inland waterways, rail, motor, and air and terminal services, to include water, beach, air, motor transport, and rail. The operational-level transportation units move personnel, mail, and materiel, except bulk fuel, from point of arrival in theater to the CZ. The operational-level transportation units must coordinate with the MCA and interact with joint and allied transportation managers. The transportation function requires flexible organizations that the ASCC configures to meet theater needs. FM 55-1 discusses the operational-level transportation function. A typical operational-level transportation organization is shown in Figure A-13.

Combat Health Support

In the theater, CHS encompasses ten functional areas to meet the needs of the service member. These functional areas are—

- Patient evacuation and medical regulation.
- Hospitalization.

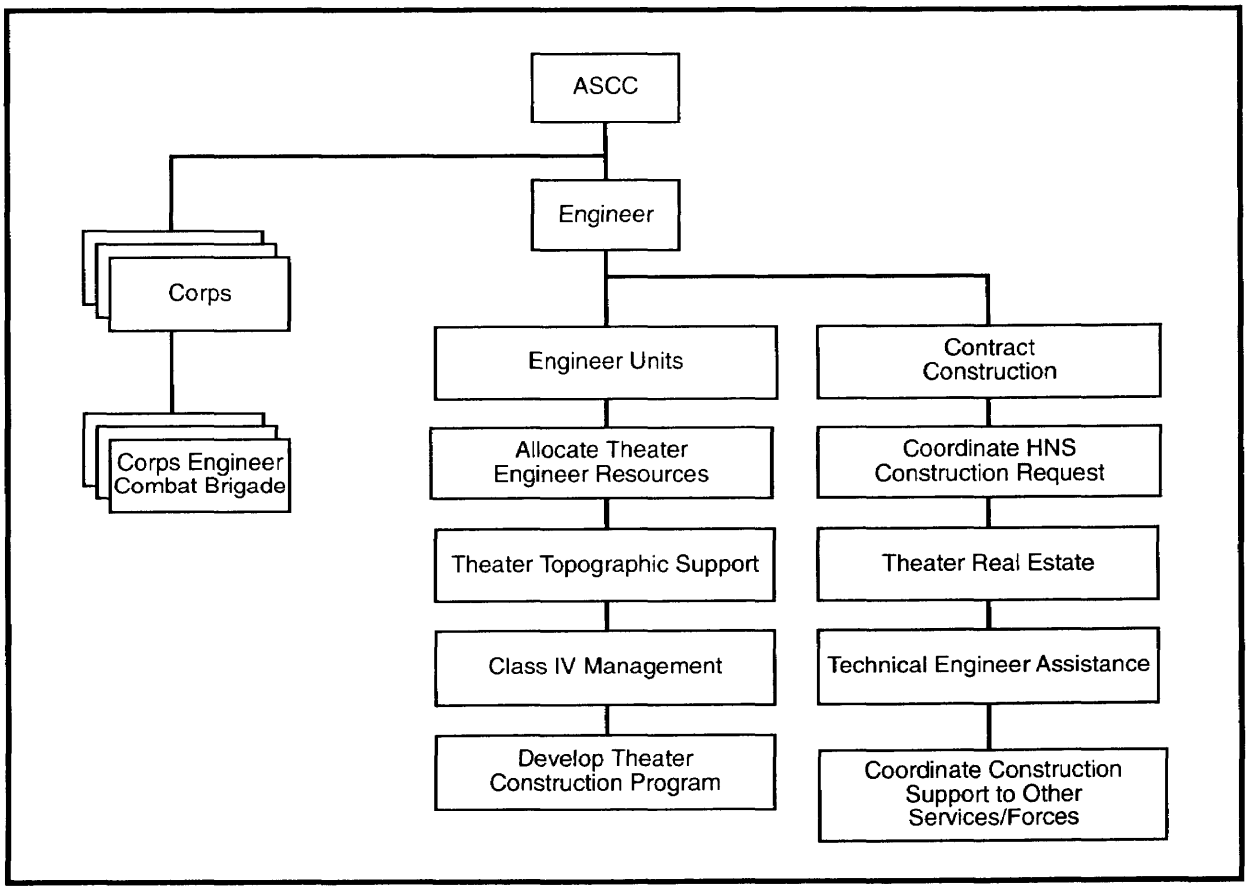

Figure A-12. Operational-Level General Engineer Function

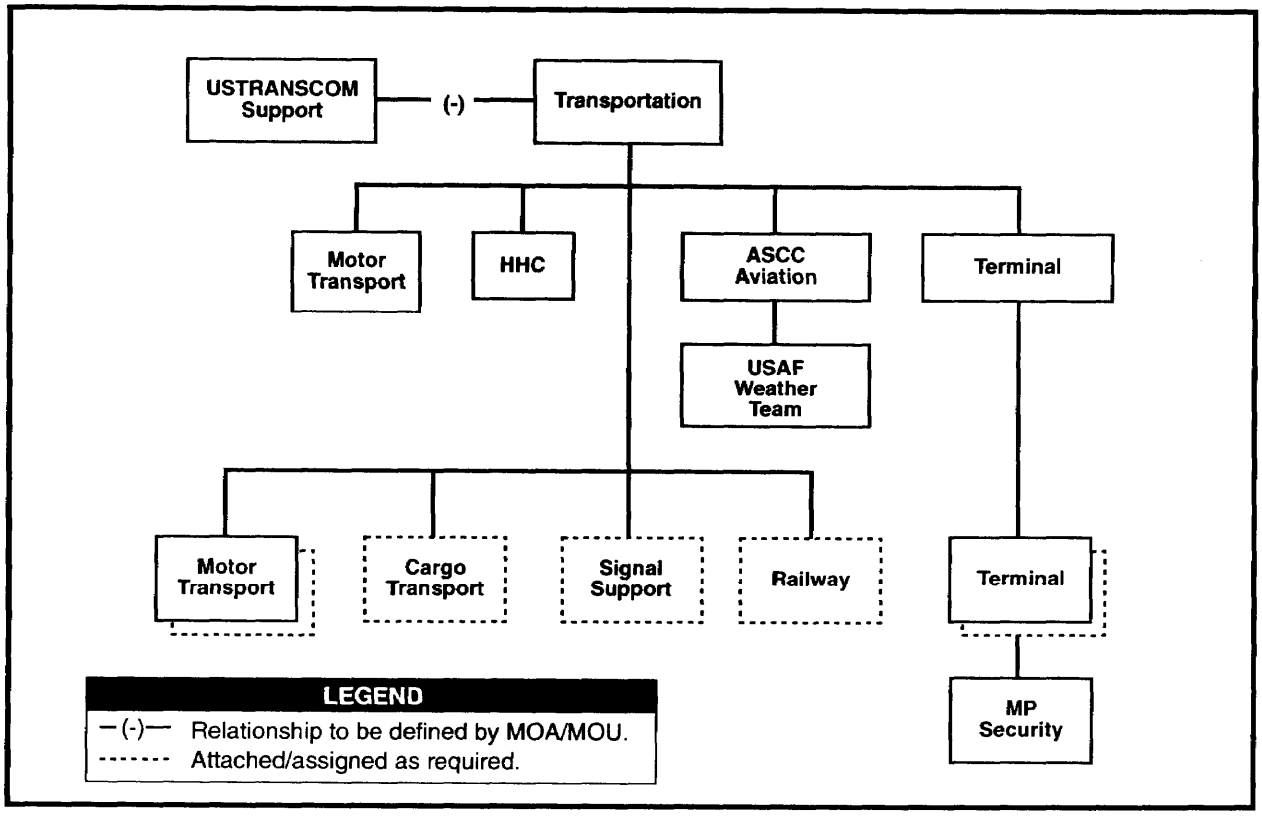

Figure A-13. Operational-Level Transportation Function

- Health service logistics/blood management.
- Dental services.
- Combat stress control services.
- Preventive medicine services.
- Veterinary services.
- Area medical support
- C^4I.
- Medical laboratory services.

The senior command surgeon and CHS C^4I organization in theater provide centralized C^2 of all Army medical department (AMEDD) units assigned to the ASCC and located in the COMMZ. The operational-level army medical force structure under the CHS C^4I organization provides support to both forward-deployed and nonforward-deployed ARFOR. This C^2 organization provides the capability and flexibility to shift assets to support additional numbered army or corps buildups, to reallocate medical assets to accommodate patient work loads, and to reconstitute tactical-level CHS units.

Since all CHS units in the COMMZ are under the senior CHS C^4I organization, units without organic CHS receive CHS on an area basis. This is the most efficient and economical way to provide support to all COMMZ units. The senior CHS unit commander located within the geographical boundaries of a major unit normally provides CHS staff advice to the unit commander. The senior CHS C^4I commander and ASCC develop standing operating procedures to govern the relationship between each unit commander and the senior CHS unit commander in his area. CHS units are not subordinate to the logistics area support units but do provide CHS on an area basis.

The senior CHS C^4I organization provides advice on CHS matters to adjacent and subordinate commanders. When directed by the ASCC, the CHS commander may provide CHS to other US and allied forces. FM 8-10 discusses the operational-level CHS function. A typical CHS C^4I functional structure is displayed in Figure A-14.

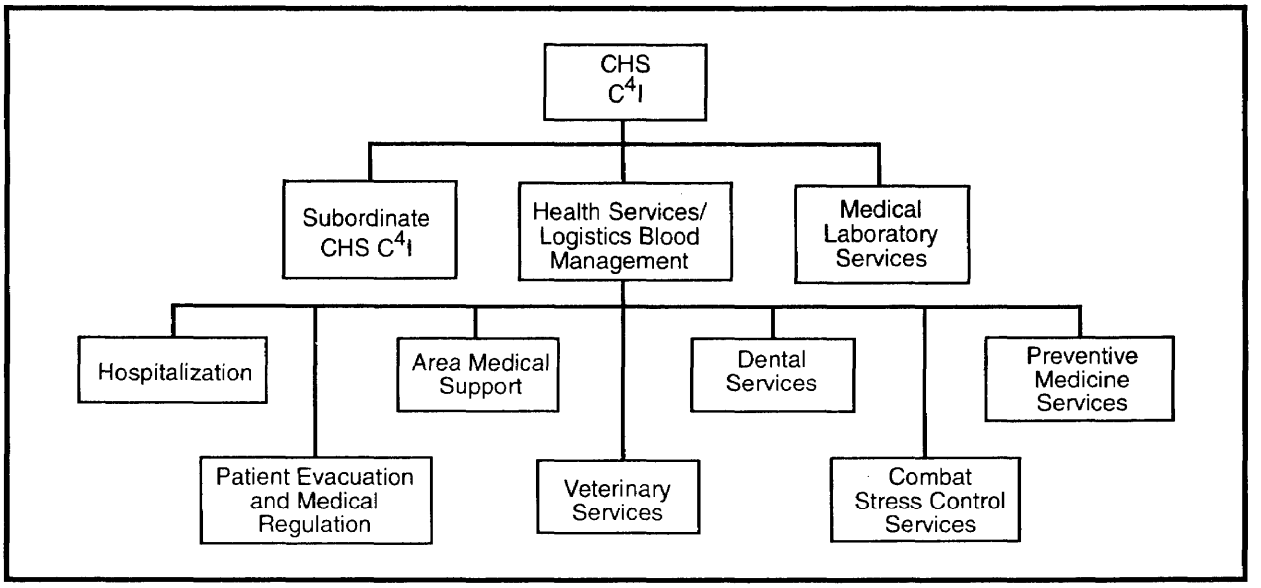

Figure A-14. Operational-Level Combat Health Support Function

Air Defense

The Army air defense function is required for each theater. Air defense organizations provide the Army's contribution to theater air and missile defense in joint and multinational operations. The air defense commander ensures that—

- Army air defense is integrated into joint and multinational counterair and TMD operations and plans.
- Theater force projection, protection, and sustainment requirements are achieved.
- The air defense mission is to—
- Execute and coordinate integrated theater air and missile defense operations throughout the theater of operations.
- Provide theater air and missile defense expertise for campaign planning to the joint land, sea, and air component commanders.
- Recommend air and missile defense priorities for protection of the force and geopolitical assets, to include force allocation.
- Execute active and passive air and missile defense measures to deny enemy surveillance.
- Centralize command (less engagement control) of all operational-level air defense organizations through all phases of force projection in peacetime, conflict, or war.

All air defense operations are joint. FM 44-100 discusses the operational-level Army air defense function. The relationships of air defense in a theater are shown in Figure A-15.

The senior Army air defense commander is the operational-level ADA commander and the Army ADA coordinator (ADCOORD) to the ASCC and JFACC (see Figure A-16). The senior Army air defense commander provides the majority of Army rear area (theater air defense) DCA and active missile defense forces. He is the theater ADA integrator, which ensures that Army air defense elements provide optimum force and geopolitical asset protection throughout the theater. He integrates corps air defense brigade requirements during counterair planning and assists in developing Army OCA and DCA input to the air campaign plan.

The operational-level air defense unit commander performs the following functions:

- Plans theater air and missile defense force projection and sustainment operations.
- Integrates the air defense communications systems with the AADC and operational-level ADA brigades, corps, AOC (BCE), control and reporting center (CRC), and AWACS (airborne warning and control system).
- Coordinates the theater air and missile defense linkages with the ACC, NCC, and

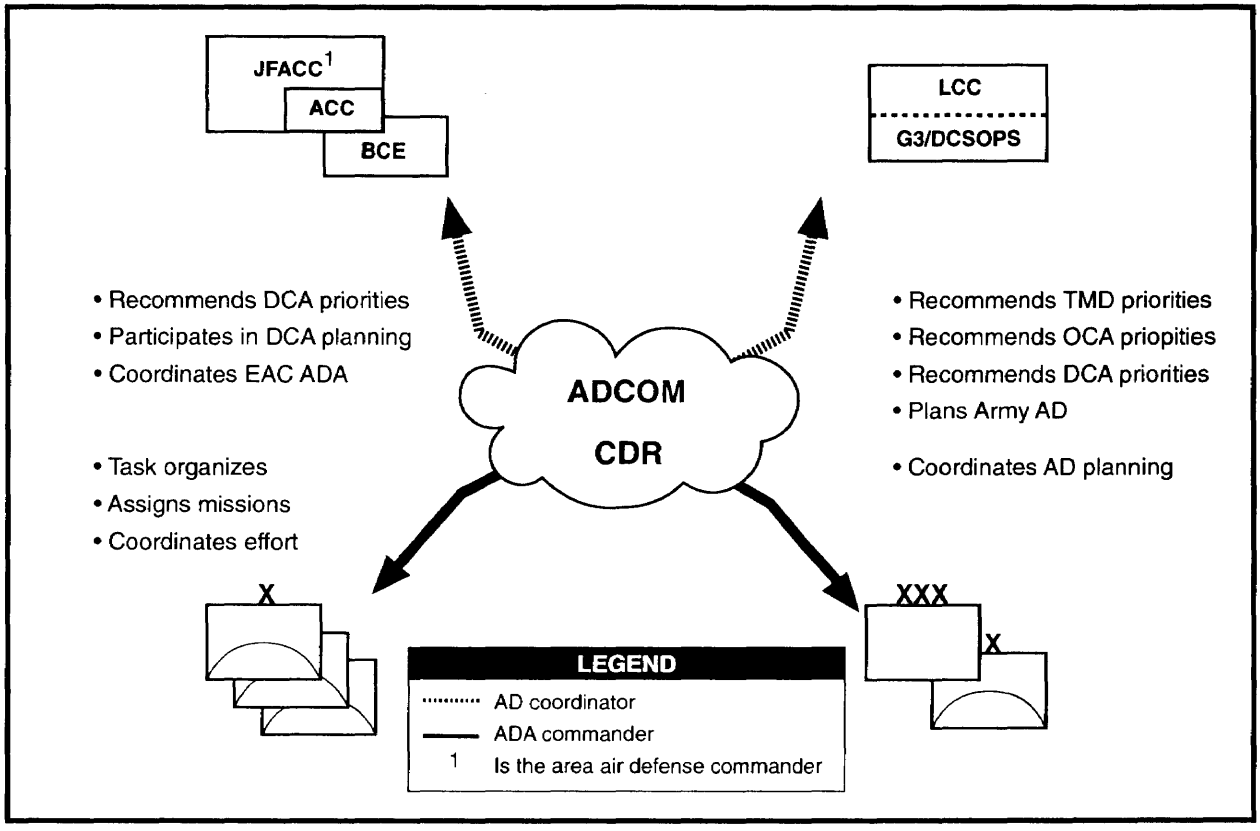

Figure A-15. Relationships of Air Defense in a Theater.

allied ADA forces. These linkages include interface with intelligence sources, OCA, TMD attack operations, space operations, logistics, and so forth.

- Trains and evaluates all Army ADA organizations assigned to operational-level air defense C^2 according to FM 25-100.
- Transitions all Army ADA organizations assigned to the theater from peacetime, to conflict, to war.
- Recommends priorities for allocation of logistics requirements (manning, arming, fixing/maintaining, moving, fueling, and sustainment of the soldier) for all ADA organizations within the theater.
- Identifies and recommends pre-positioning of war reserve materiel stocks related to air defense missions.

Special Operations Support

Each regional CINC establishes a subordinate unified special operations command (SOC) to exercise OPCON of theater-level SOF. These SOF normally fight as joint entities. The ASCC, in his service component role, must sustain ARSOF in theater. The ASCC, in coordination with the US Army Special Operations Command (USASOC), identifies the support organization to serve as the link between ARSOF in theater, Army and other service support resources, and the CONUS-based USASOC. This support structure is responsible for planning, coordinating, and monitoring the reception, onward movement, basing, and sustainment of ARSOF in a theater of operations. Note that CA and PSYOP units not assigned to the SOC/JSOTF (joint special operations task force) receive sustainment from the conventional force unit of assignment or attachment.

The SOF support element does not normally support and sustain ARSOF since it has no dedicated support infrastructure that duplicates the capabilities of other ASCC functions. The ARSOF support element mission is ARSOF sustainment, not the conduct of special operations and therefore does not layer itself as a warfighting headquarters between operating forces and

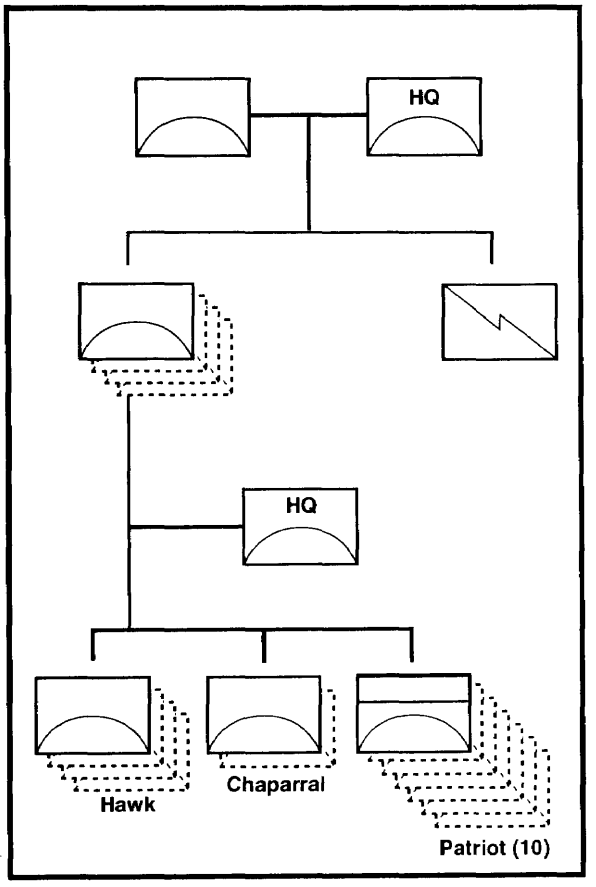

Figure A-16. The Air Defense Function

other higher commands. FM 100-25 discusses ARSOF in detail.

Civil Affairs

The senior CA unit in a theater is normally regionally aligned to the ASCC. A CA organization commands attached CA units and provides staff support to an SOC, other component services, and the joint theater staff, as required. The CA organization has organic language team and government economic public facilities in special function teams that coordinate the following CA functions:

- •Civil defense.
- •Civilian labor.
- •Legal services.
- •Public administration, education, finance, health, safety, and welfare.
- •Civilian supply.
- •Economics and food aid.
- •Agricultural assistance.
- •Property control.
- •Public communications and transportation.
- •Public works and utilities.
- •Civil information.
- •Dislocated civilian control.
- •Arts, monuments, archives, and cultural affairs.

FM 41-10 describes CA doctrine. The CA function is illustrated in Figure A-17.

Aviation Support

Operational-level army aviation support, normally an aviation brigade, provides C^2 and air movement support for the ASCC. SOF rely heavily on this brigade for in-theater support. The brigade has the capability to conduct joint or multinational air maneuver to support theater campaigns and major operations. Aviation support provides combat capabilities to assist in COMMZ rear security operations.

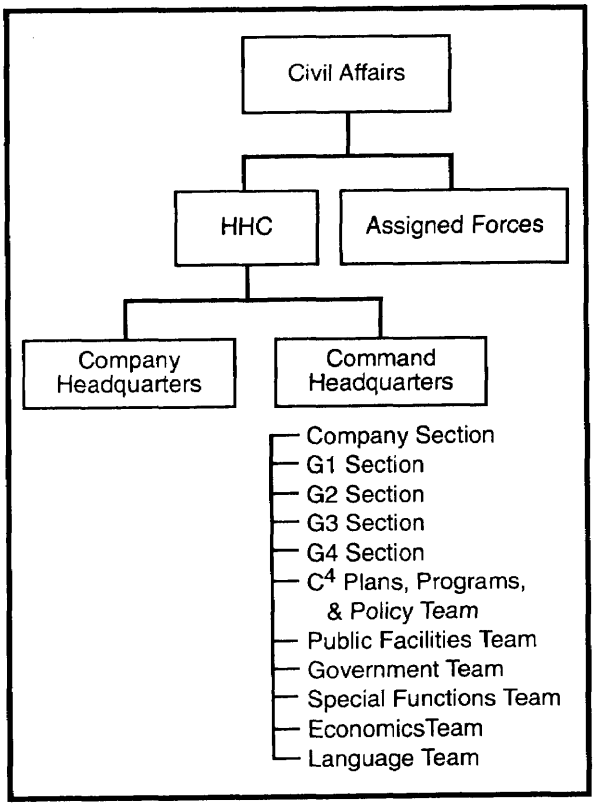

Figure A-17. Operational-Level Civil Affairs Function

The ASCC tailors the aviation support to provide maximum flexibility for his particular theater. However, support normally has a limited organic maintenance capability.

In instances where the ASCC does not have an assigned aviation unit, he may choose to establish that capability using resources and assets available in theater. Once mobilized, Army National Guard maintenance units can be used to provide the required maintenance capability that would not otherwise be available. FM 1-111 provides detailed doctrine for the operational-level army aviation function. Figure A-18 illustrates the operational-level army aviation function.

Intelligence Structures

The intelligence battlefield operating system architecture provides specific intelligence and communications structures at each echelon, from the national level through the tactical level. These structures include intelligence organizations, systems, and procedures for collecting, analyzing, processing, and delivering intelligence to warfighters.

The intelligence function is a seamless, unified system that anticipates and satisfies the intelligence needs of commanders. Commanders drive intelligence and ensure its proper employment by clearly articulating intent, decisively designating PIR, and boldly prioritizing the types of targets they want engaged. Commanders exploiting the full potential of the intelligence system realize the total effect of this combat multiplier.

The intelligence system simultaneously supports multiple commanders at multiple echelons. Each echelon has organic intelligence capabilities and staffs to meet the planning and execution needs of the commander at that echelon. Each echelon also supports the intelligence needs of commanders at other echelons.

Organizational Tailoring. The IEW organization at the operational level is a deployable, scalable MI organization designed specifically to support the theater or major region in which it operates. It can conduct split-based operations in force-projection missions by early deployment with a force of small, highly technical elements. The DISE is a flexible, scalable support package that acts as a conduit for theater and national intelligence. Its size and capability can be expanded as the scope of operations expands. The operational-level Ml organization serves as a C^2 headquarters for subordinate and attached MI elements. The operational-level analysis and control element (ACE) is the principal organization for producing all-source intelligence. It controls, manages, tasks, processes, analyzes, synthesizes, and disseminates intelligence. The ACE supports OPSEC and deception, sensor cueing, target development, situation development, and force projection. It also coordinates with and provides connectivity to national, joint, allied, and multinational intelligence sources.

The operational-level MI organization supports unified, joint, allied, and multinational commands; other US Army operational-level commands within the theater; and CONUS major Army commands (MACOMs). Operational-level MI organizations are under the command of the US Army Intelligence and Security Command (INSCOM) and are under OPCON of the respective theater commander during peacetime. During conflict, they revert to the

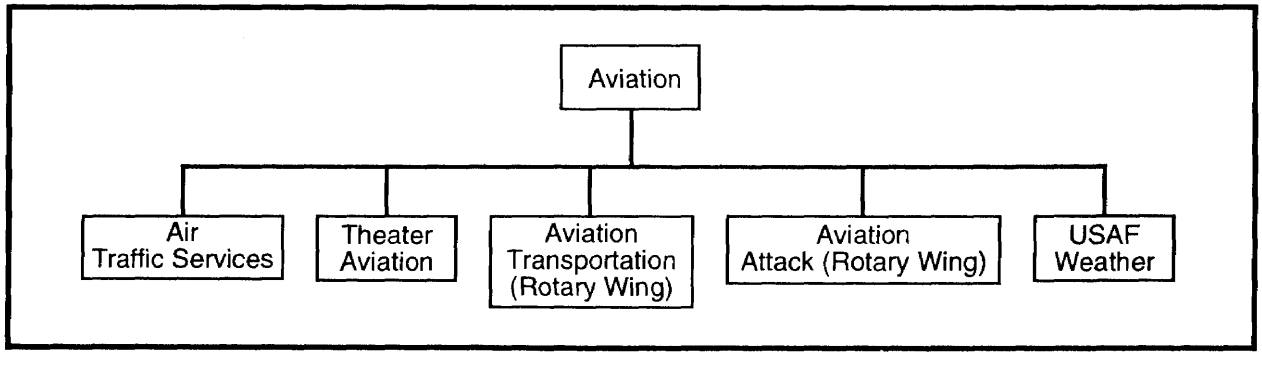

Figure A-18. Operational-Level Army Aviation Function

command of the ASCC. FM 34-37 discusses the operational-level MI organization in detail. Figure A-19 shows an operational-level MI organization.

The Army technical control and analysis element (TCAE) serves as the single focal point between the NSA and forward-deployed operational- and tactical-level forces for providing technical support to SIGINT operations. Collocated with the NSA, the TCAE is positioned uniquely to provide tailored products to support operational- and tactical-level MI units operating worldwide. It also serves as the Trojan system and network manager for all Army Trojan system users.

The DISE is a new and integral part of the concept for MI support to force-projection operations. It is a tactically tailored organization that brings together communications capabilities, automated intelligence fusion systems, and broadcast downlinks in a small package able to deploy with the early entry forces of a force-projection operation. It is not a specific piece of equipment or a particular configuration of equipment. The DISE is a flexible organization able to support any type of ground force whether from army, joint, or allied/coalition forces. Through split-based operations, the DISE provides tactical commanders a link from their forward-based C^2 element to an intelligence support base located in CONUS or outside the AO. This link provides commanders access to multisource corps, theater, and national intelligence assets and data bases. The intelligence support base is normally a division, corps, or operational-level ACE.

The mission of the DISE is to provide the deployed commander accurate, detailed, continuous, and timely intelligence during the rapid introduction of US forces across the range of military operations. It is tailored tactically from MI units according to the factors of METT-T, lift, and pre-positioned assets. The two types of tailorable DISE configurations are mini-DISE (manpack) and DISE (vehicular).

Basic tactics and techniques call for the DISE to deploy with the initial assault forces. The DISE works closely with the organic intelligence element of the supported unit. This unit could be anything from an airborne battalion S2 to the G2 of a MEF, depending on the operation. The DISE works with the supported force during both planning and execution of operations to ensure corps, theater, and national intelligence is synchronized with the ground commander's scheme of maneuver and intent. The supporting ACE stays abreast of changes in the friendly situation through close coordination with the DISE. Together, they ensure assets stay focused on the needs of the commander

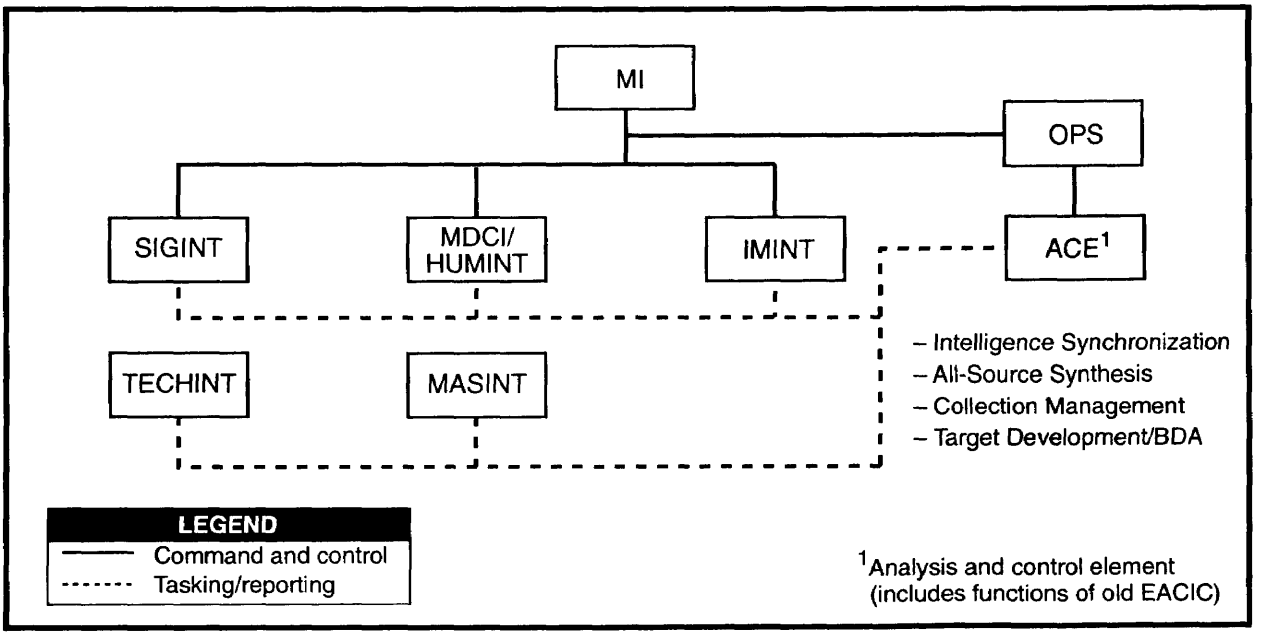

Figure A-19. Operational-Level Army Military Intelligence Organization

and allow the commander and his staff to *pull intelligence* based on actual need.

Depending on the size of the deployed force, the DISE may be the only intelligence asset actually deployed in country receiving processed intelligence from its supporting ACE located outside the AO. In large-scale deployments, the DISE is deployed with the forward-deployed assault element until the main or tactical CP arrives with the complete processing capability of the all-source analysis system (ASAS) and the ACE. In that case, after the main CP arrives and is functioning, the DISE could move forward to support the tactical CP, remain in the rear area, or move wherever its capability is required, based on METT-T.

Intelligence Tasks. MI accomplishes its mission through six primary tasks. These tasks generate intelligence products tailored to the mission for warfighters and other consumers. The products derived assist the combat commander in focusing and leveraging his combat power. The six tasks can be thought of as the METL for intelligence. As such, in a broad sense, these tasks should serve as a framework for training (see TRADOC Pam 11-9). The six intelligence tasks provide information to aid a commander in decision making and include—

- Providing I&W.
- Performing IPB.
- Developing the situation.
- Supporting target development and targeting.
- Developing force protection intelligence.
- Performing BDA.

The operational-level MI organization focuses on providing multidiscipline IEW support to the JTF, ASCC, and ARFOR (see Figure A-20). Army operational-level MI organizations provide—

- Deployable, scalable, high-frequency, intercept, direction-finding, and jamming support (Trackwolf, AN/TLQ-17A Sandcrab, Army High-Frequency Electronic Warfare System [AHFEWS], and single-source processor [SIGINT]).
- Overt HUMINT collection, interrogation, document exploitation, and CI support.
- Battlefield technical intelligence.
- Operational intelligence products such as graphic templates, annotated imagery, and tailored weather forecasts.
- Ground component intelligence support to the JICs.
- Reinforcement to corps intelligence operations in the form of a corps military intelligence support element (CMISE). The CMISE and operational-level MI organization in each theater create *smart* bridges between echelons to ensure a truly seamless system of intelligence systems focused on supporting the warfighter.

Petroleum

The ASCC must provide centralized distribution of bulk petroleum products for all US forces in theater. The ASCC establishes an operational-level army petroleum organization to receive petroleum products in theater and distribute them throughout the COMMZ and rear of the CZ. If the theater uses pipeline systems for bulk distribution, other transportation assets distribute the products from the pipeline terminal to the user. The operational-level petroleum organization interfaces with the MMC for product distribution and coordinates with host nations for additional product and distribution support. FM 10-67 details the operational-level petroleum function. Figure A-21.

Ammunition Supply and Storage

The ASCC is responsible for in-theater receipt, accountability, management, and establishment of storage sites; coordination of distribution between storage sites and between storage sites and forward transfer points; and direct issue to using units from storage sites on an area support basis. This responsibility will most likely be a joint service/multinational forces mission in the theater of operation.

The operational-level ammunition organization interfaces with the MMC for Class V distribution, coordination with joint service and multinational force support, and requirements determination. The ASCC's responsibility continues throughout the conduct of operations in the theater, with emphasis directed to the critical Class V functions of retrograde, management of captured and recovered ammunition, and

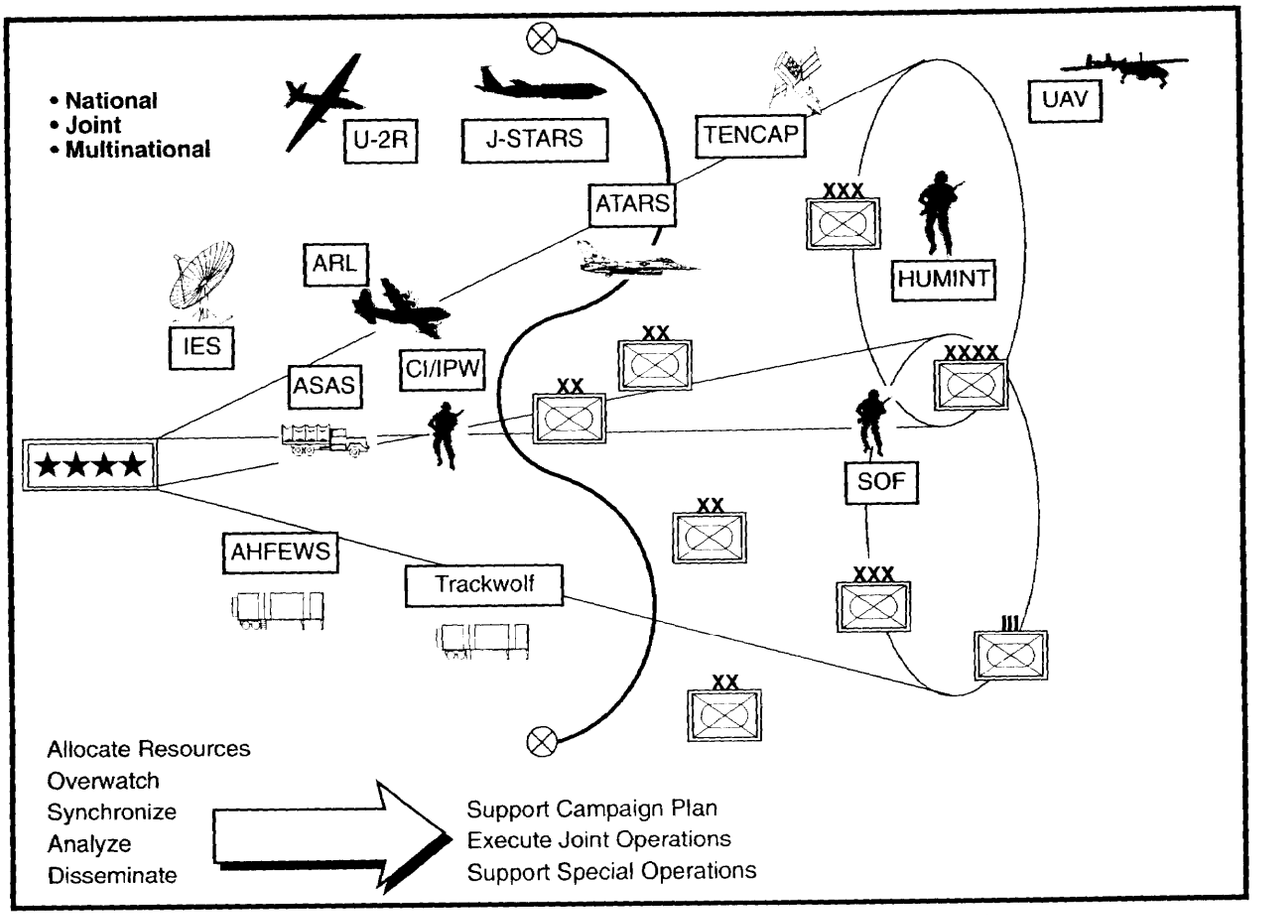

Figure A-20. Operational-Level Intelligence Network Integration

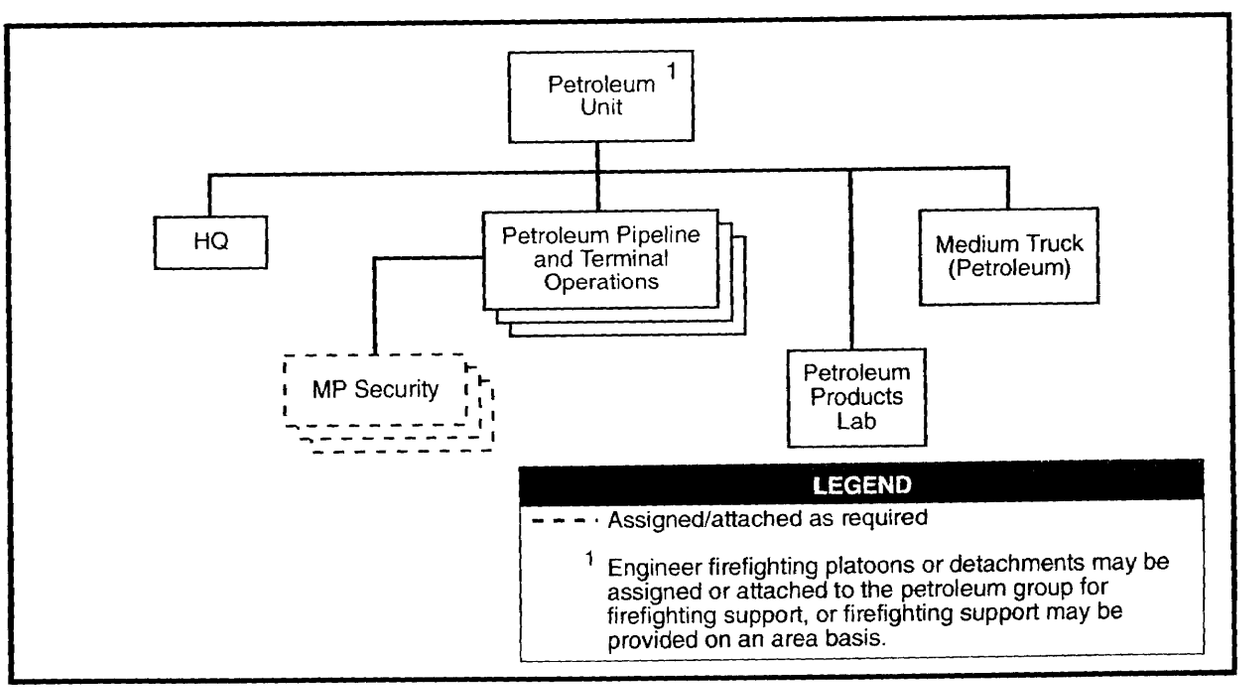

Figure A-21. Operational-Level Army Petroleum Supply Function

recovery and redeployment of stocks following mission completion.

Support is provided within theater from a sequentially deployed ammunition logistics support structure initially consisting of ammunition accountability detachments (port) and modular, platoon-sized container handling and noncontainer ammunition units. As the theater matures and the number of modular units increase, a conventional C^2 structure is templated over these modular units, creating company-sized units for large volume/area mission capability. Specialized ammunition surveillance and quality assurance support throughout the ammunition system from the CONUS base to the forward ammunition support units is provided by quality assurance specialist ammunition surveillance (QASAS) teams of trained Department of the Army (DA) civilians.

Movement Control

The operational-level Army MCA is responsible for coordinating and administering transportation policy, managing strategic and operational-level movement responsibilities, and managing theaterwide transportation assets. The MCA prepares movement and port clearance plans, conducts liaison with higher and lower movement control elements, and commands and controls transportation battalions and movement control teams. The MCA may be designated as the validation authority for Army theater airlift requests. This organization often coordinates with allied and host nation MCAs and coordinates and validates theater airlift for Army units. FM 55-10 discusses MCA activities in detail. Figure A-22 illustrates an operational-level Army MCA.

Materiel Management

The operational-level MMC manages the theater's supply and maintenance operations. Management involves balancing maintenance efforts and ensuring visibility of critical item shortages. The MMC centrally manages the supply and maintenance activities of the area logistics C^2 organizations, coordinates with subordinate organizations in the CZ, and serves as the primary interface with the CONUS-sustaining base. The MMC is connected electronically with the MCA, appropriate supply and service organizations, and the COSCOM MMC to coordinate distribution of GS supply and maintenance requirements. It may coordinate with joint or multinational agencies. FM 100-16 discusses MMC operations. An operational-level Army MMC is depicted in Figure A-23.

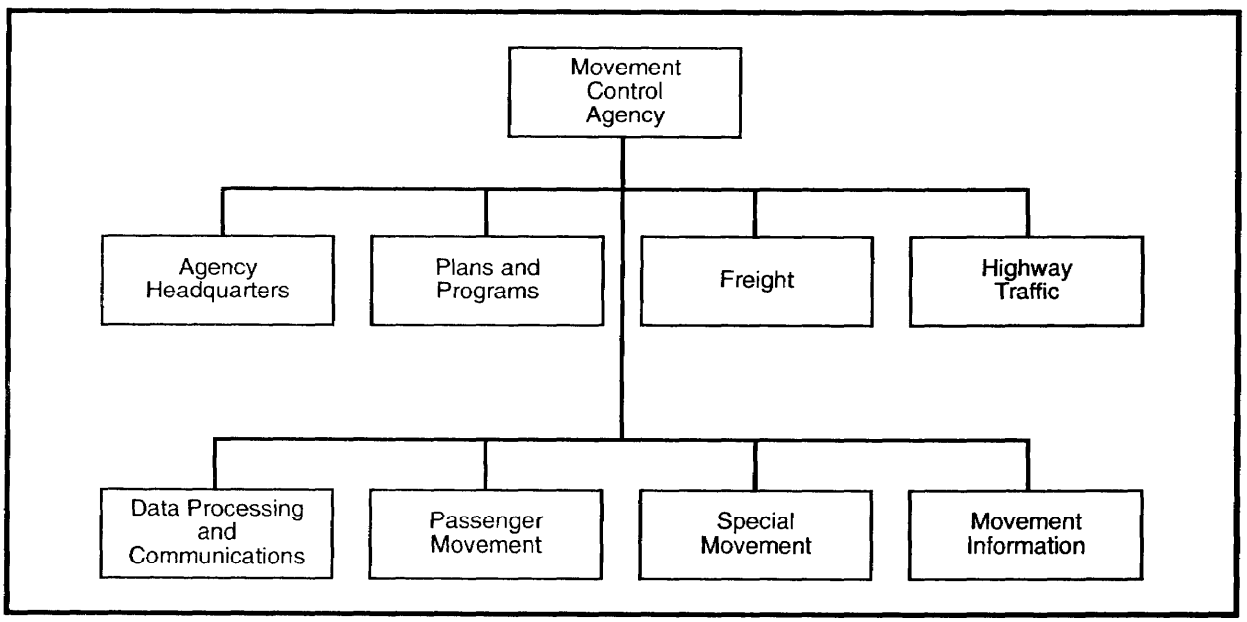

Figure A-22. Operational-Level Army Movement Control Agency

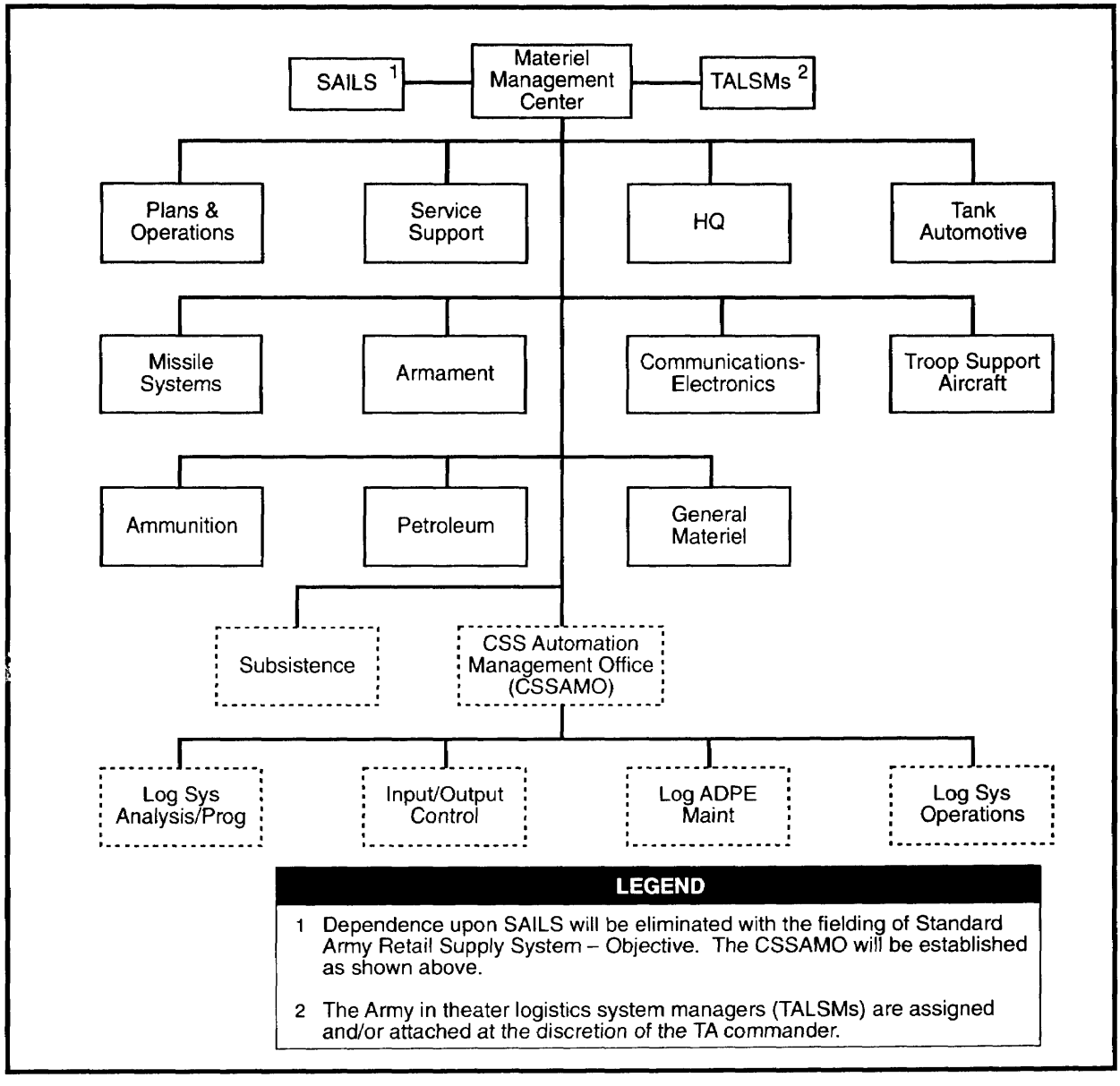

Figure A-23. Operational-Level Army Materiel Management Center

OPERATIONS FUNCTIONS

In peacetime, the ASCC must conduct the three operational-level tasks while continuously supporting all ARFOR in theater. As the situation changes from peacetime to conflict or war, the theater may develop in complexity and scope, requiring the expansion of combat, combat support (CS) and CSS forces. On transition to conflict or war, the CINC may choose one of six options to exercise COCOM. Refer to Chapter 2 for detailed discussion of each option. Each of these options has different impacts on the employment of the ARFOR in theater.

The CINC may exercise COCOM through a subunified commander for operations on a continuing basis. The subunified commander exercises functions, authority, and responsibilities similar to those of a unified command CINC, except for COCOM. The subunified commander exercises OPCON of assigned commands and forces within the assigned AOR or functional area. ASCCs of subunified commands operate in the chain of command within the subunified command. They normally communicate directly with the unified command ASCC on specific Army

matters and inform the subunified commander as required.

The CINC may choose to continue to exercise COCOM through the ASCC or a JFC. If the requirement to conduct major operations becomes severely complex, the ASCC, with the CINC's approval, might choose to create a numbered army to direct the major operation. If he does establish the numbered army, the ASCC would continue to focus on sustainment and support of all ARFOR assigned or attached to the theater. Figure A-24 shows the functions provided by a numbered army organization.

The CINC may choose to exercise COCOM through a JTF. The ASCC would establish the ARFOR (numbered army, corps, division, and so forth) and place it under OPCON of the CJTF for the conduct of operations. As the senior army command in a JTF, the numbered army could serve as the ARFOR, the JFLCC headquarters, or the nucleus around which a subordinate JTF could be built. The numbered army commander would conduct the three operational-level tasks within the JTF. The ASCC would continue to focus on sustainment and support of all ARFOR assigned or attached to the theater.

The CINC may choose to exercise COCOM directly over specific forces. The roles of the numbered army in these situations are similar to those in the JTF discussion. Generally, the CINC does not employ ARFOR in a single-service operation. The CINC usually exercises COCOM in these situations through the ASCC. The CINC establishes a numbered army in coordination with the ASCC. He does this usually when the span of control becomes too great for the theater army commander or JFC. He may also establish a numbered army when forces are widely dispersed geographically. Establishment may occur when operations require more than one large formation composed of multiple corps to execute distinct, simultaneous campaigns or focus on different major threats. This situation would likely include the division of a theater of war into separate theaters of operation.

The CINC may establish a numbered army when a political situation requires a US operational headquarters as a counterpart to an allied headquarters or to ensure satisfactory distribution of multinational responsibilities. Intermediate headquarters of this nature exist within combined organizations such as a NATO army group. If the CINC chooses to exercise COCOM through functional component commanders, three different scenarios are possible.

- The functional component commander might also be the ASCC. In such a case, the numbered army would be employed in a similar manner as COCOM through the ASCC.
- The functional component commander might also be an Army commander—but not

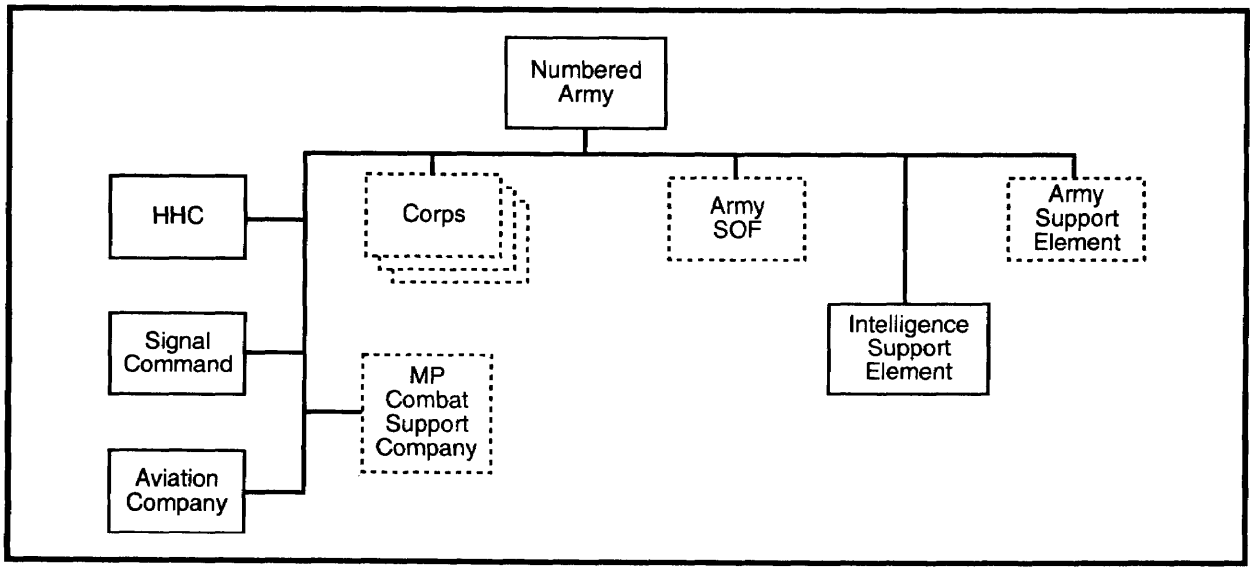

Figure A-24. Numbered Army

the ASCC. In this scenario, the numbered army commander could be the functional component commander. The ASCC would place ARFOR under OPCON of the numbered army commander for the conduct of operations. The ASCC would continue to focus on sustainment and support of all ARFOR assigned or attached to the theater.

- The functional component commander might also be from another service. In this scenario, the numbered army is not likely to be deployed because of the size of the units, and operations would not require an additional level of control.

Structure

The ASCC would normally form a numbered army from existing assets and structure it to meet specific operations requirements. The numbered army is primarily an operational (as opposed to support) headquarters designed to control from two to five corps. Its commander must have an operational-level perspective. The administrative and support activities of the numbered army are much less than those of the ASCC. As a result, the numbered army staff is austere. The staff focuses on situation assessment, estimate formulation, planning, and functional area coordination. The numbered army probably would make extensive use of liaison representatives to enhance its effectiveness. In conducting operations, the numbered army may direct assigned or attached forces to gain and control terrain, populations, and resources. These operations often involve directing deployment and fires, as well as directing movement and maneuver of large formations over great distances. Figure A-25 illustrates a typical numbered army headquarters.

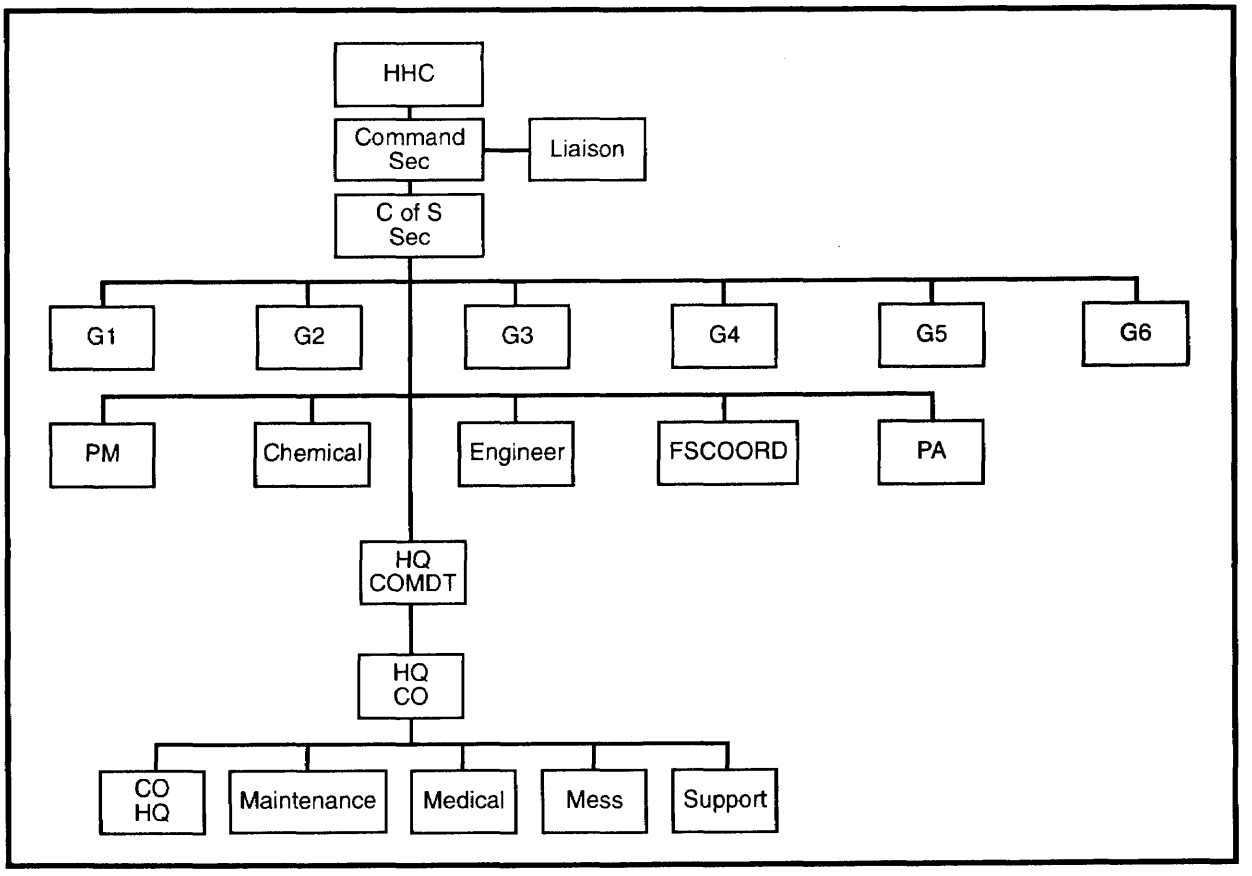

Figure A-25. Typical Numbered Army Headquarters

Support

The numbered army rarely executes support operations. It provides requirements and priorities to the ASCC, which provides logistical support. The headquarters itself receives support from a nearby area support organization in the COMMZ. Assigned ARFOR are normally self-sufficient and rely on the normal theater functional command support network or contingency support arrangement. The ASCC could allocate support forces to the numbered army if independent operations are required. This could occur if the numbered army executes a deep operational maneuver or deploys to a geographically separate area. The ASCC would provide a tailored support package—an Army support element (ASE)—for the duration of the requirement.

The numbered army usually operates from a main and an alternate CP. These headquarters may be located in the COMMZ or CZ. The main CP controls current operations, collates information, integrates all-source intelligence (ASI), and coordinates logistical support. The main CP also develops plans for future operations.

The numbered army commander designates an alternate CP to ensure continuity of operations. The alternate CP may be a subordinate headquarters. In the event that a numbered army executes support operations, the numbered army commander could establish a rear CP to control logistical support assets as well as coordinate rear security operations.

In addition to the headquarters element, the numbered army consists of a signal unit, an Army aviation element, an MP company, an intelligence support element, and a variable number of maneuver elements. The numbered army is a flexible organization that is task-organized to accomplish assigned missions.

The Army will not likely configure any two numbered armies with the same types of units. The signal unit provides dedicated C^3 interface with other systems in theater. The aviation element provides C^2 aircraft and intratheater mobility for the headquarters. The MP element provides CP security. The intelligence element supports the commander's ASI needs.

The ASCC may allocate SOF to provide HUMINT, PSYOP, or CA capabilities. In rare circumstances, SOF units could execute long-range reconnaissance or strike missions. Engineer support would likely be provided on an area basis or, in an unusual situation, be attached to the ASE.

OTHER MAJOR ARMY COMMANDS

Other MACOMs influence operational-level army units. The US Army Information Systems Command commands the operational-level signal organization during peacetime and conflict. The US Army Intelligence and Security Command commands the operational-level MI organization at theater level during peacetime and conflict. The Criminal Investigations Command commands the criminal investigation division (CID) organization and subordinate detachments during peacetime, conflict, and war. CID elements conduct sensitive investigations, support logistics security operations, manage criminal and terrorist-related intelligence, and conduct criminal investigations.

USACE operates civil works divisions and resident offices within theater to design and execute major construction projects during peacetime. The Military Traffic Management Command (MTMC) serves as the USTRANSCOM executive agent for moving and sustaining unit equipment by surface from CONUS into theater for all services. USAMC is the Army's provider of Army-unique logistical support. USAMC may establish elements of the LSE in the theater to enhance communications between the Army in theater and CONUS-based, USAMC-supporting organizations, as well as USAMC operations in theater.

SPECIAL OPERATIONS FORCES

The vast majority of special operations in a theater of operations are joint special operations. Since the SOC evaluates the SOF support requirements in terms of the total SOF capability, SOF from other services may support Army operations. It is therefore appropriate to briefly discuss the inherently joint SOF organizations available to support theater operations.

THEATER SPECIAL OPERATIONS FUNCTIONS

Special operations require centralized, responsive, and unambiguous C^2, which is achieved through a joint operational headquarters exercising OPCON of SOF. Since special operations are conducted continuously (peacetime, conflict, and war), a permanent structure is necessary. To provide the necessary unity of command, each theater combatant commander has elected to establish a subordinate unified command for SOF (see Figure A-26).

These commands—the theater SOCs—are the principal joint headquarters through which the theater CINCs exercise COCOM or OPCON of SOF within their theaters. The commander of the SOC (COMSOC) is also the permanent theater JFSOCC since the SOC has a functional basis. His duties include those of a subunified commander (joint SOF) and a functional component commander (SOF component of a joint operation). These basic duties, as described in Joint Pubs 0-2 and 3-0, are subject to modification by the theater CINC. They include—

- Exercising OPCON over forces assigned or attached.
- Conducting continuing operations.
- Advising the proper employment of SOF.
- Coordinating special operations planning, conduct, and support.

To perform his four basic duties, the JFSOCC organizes the special operations units to—

- Perform deliberate and time-sensitive planning.
- Conduct special operations as directed.
- Organize assigned and attached forces.
- Coordinate special operations with conventional operations.
- Participate in the joint targeting process.
- Obtain special operations intelligence support.
- Establish and maintain effective liaison.
- Plan and conduct joint and multinational special operations training exercises.
- Allocate SOF resources and establish SOF sustainment priorities.
- Coordinate and monitor sustainment of SOF.
- Coordinate and monitor establishment and sustainment of SOF operational project stocks.
- Exercise technical control over SOF communications.
- Identify and articulate theater SOF requirements to the theater CINC for transmission to USCINCSOC.

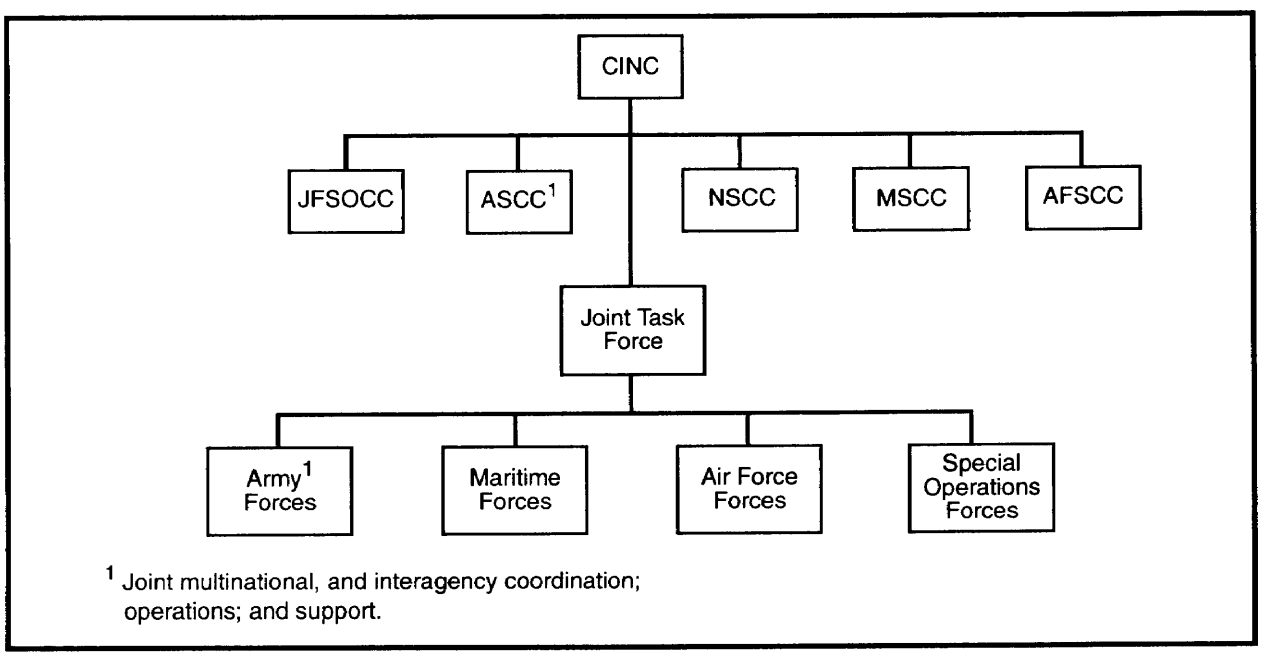

Figure A-26 Special Operations Location

The COMSOC is the JFSOCC for the theater combatant commander. He commands the SOC and is the principal special operations advisor in theater. As COMSOC, he reports directly to the theater combatant commander and exercises OPCON of theater SOF. He may form subordinate headquarters as required. This may include the formation of a JSOTF. JSOTFs may remain OPCON to COMSOC or be placed OPCON to other subordinate commanders (normally a JFC) to perform missions of limited scope or duration. Figure A-27 illustrates a theater with a joint special operations aviation component command (JSOACC).

COMSOC must be familiar with the day-to-day issues working within the theater combatant command. The COMSOC may also serve as a special staff officer. In this situation, he may appoint a deputy to represent him permanently on the staff. A typical SOC is based upon standard joint staff functions. Ideally, each theater should have adequate, experienced SOF personnel to staff the SOC. If the JFSOCC lacks the manpower to fill these positions, he must coordinate for external support or extend his resources to cover all required functions (for example, a combined J3/5).

SUBORDINATE C^2 ORGANIZATIONS

Organization of SOF subordinate to the JFSOCC—ARSOF, Air Force special operations forces (AFSOF), and Navy special operations forces (NAVSOF)—differ, depending upon the situation, theater of employment, and requirements of applicable OPLANs and CONPLANs. Below the SOC, organization normally takes place along service or functional lines but also may take the form of independent JSOTFs tasked to complete specific missions (see Figure A-27).

FUNCTIONAL C^2 ORGANIZATION

The COMSOC may choose to organize subordinate forces along functional lines. Functional components may be used in lieu of or in combination with service components. One of the most commonly used special operations functional organizations is the JSOACC. The JSOACC is the subordinate commander within a SOC or JSOTF responsible for planning and executing joint special operations aviation missions and for coordinating and deconflicting special operations aviation and conventional air operations. (SOC includes Air Force and Army platforms.) The JSOACC is normally the commander of the special operations aviation (SOA) component providing the preponderance of SOA forces, or the one most capable of conducting, commanding, and controlling special operations missions. Depending upon the mission, the JFC may assign OPCON or TACON of conventional air assets to the JFSOCC, who may exercise the authority through the JSOACC.

JOINT SPECIAL OPERATIONS TASK FORCE

The NCA, theater CINC, or COMSOC may form a JSOTF. JSOTFs may be small and temporary or large and enduring, depending upon the national or theater objective. They may be formed from theater SOF, theater SOF augmented by or augmenting headquarters assigned or attached for a specific mission, or SOF external to the theater. They may be formed around an existing service force structure. For example, to accomplish a series of related DA missions, the COMSOC may designate a Naval special warfare task group

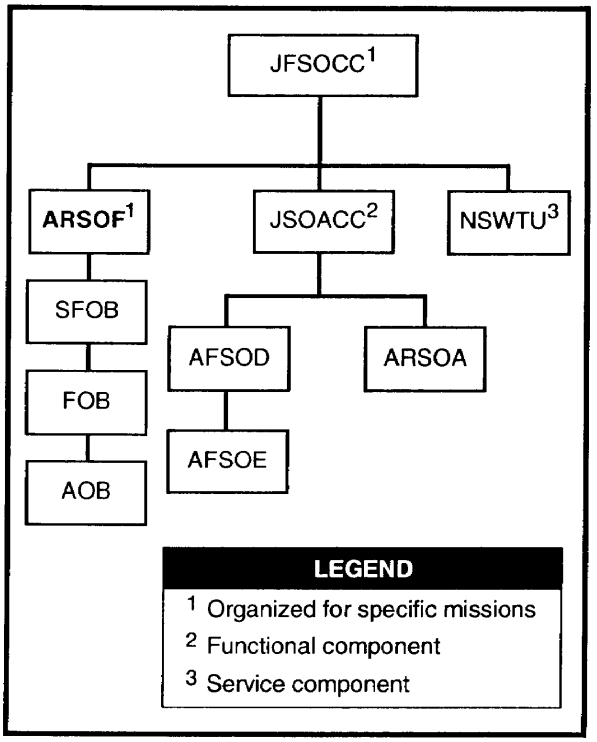

Figure A-27. Theater Arrangement with a JSOACC

(NSWTG) as the nucleus of a JSOTF headquarters. The NSWTG would require ARSOF and AFSOF augmentation to function effectively in this situation. The JSOTF is normally dissolved after its mission is completed.

PSYCHOLOGICAL OPERATIONS FUNCTION

The operational-level PSYOP organization plans and conducts authorized PSYOP activities and implements worldwide support of all nonmobilization contingencies during crises and open hostilities short of declared war. This organization also develops, coordinates, and executes peacetime PSYOP activities. In addition, should war be declared, the operational-level PSYOP organization assists in planning and executing strategic and operational PSYOP for the theater CINC. Figure A-28 depicts the operational-level PSYOP function.

In MOOTW and conflict, the active component PSYOP organization deploys to the theater to provide a planning cell and assume the duties of the senior PSYOP headquarters. This mission is continued until US Army Reserve (USAR) units are mobilized and the appropriate reserve component PSYOP organization arrives and assumes those duties. As these units arrive, they are placed under OPCON of the senior PSYOP headquarters and assigned to their predetermined subordinate commands. OPCON is normally retained at the senior PSYOP headquarters with TACON being passed to the appropriate unit. Examples of PSYOP support to conventional operations include—

- Assessing the psychological impact of military operations.
- Analyzing target audiences in the objective area.
- Advising the commander or mission director of possible PSYOP COAs.
- Developing and conducting PSYOP to support military operations.
- Countering hostile propaganda.
- Supporting commander's information and awareness programs.
- Supporting, planning, or conducting deception operations.
- Providing target audience intelligence, regional and language expertise, and a means for disseminating information and products that describe the intent of military operations.
- Supporting commander's handling of EPW and civilian internees.

THEATER CHEMICAL FORCE FUNCTION

Chemical forces perform combat functions in wartime and offer a variety of mission capabilities in MOOTW. The focus at the functional level allows task organizations of the correct mix of forces to accomplish the mission. Chemical mission areas fall into the following categories:

- NBC defense.
- Smoke and obscurants.
- Temporarily disabling techniques and technologies.
- Flame.

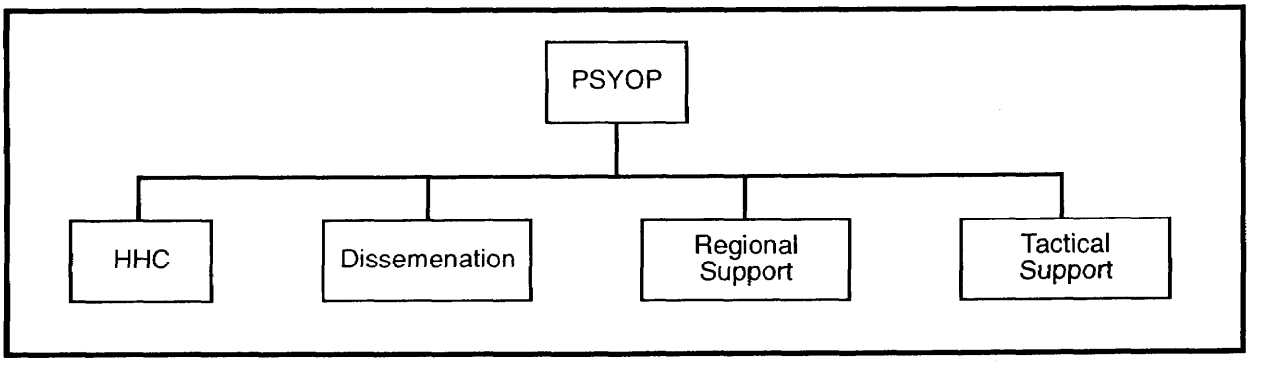

Figure A-28. Operational-Level PSYOP Function

Chemical units are indispensable to operations. They offer a range of capabilities necessary to a versatile force. They can support operations as individuals, teams, or units. A mix of different units (decontamination units, NBC reconnaissance elements, smoke units, and biological identification/detection [BIDS] units) is often necessary to achieve the proper balance of capabilities—force protection and mission accomplishment. Forces deployed in countries with WMD or chemical industrial complexes require support from both NBC battle staffs and units.

A chemical C^2 organization can provide battle command for a variety of supporting units. It can provide training support and technological and consultative operations for nuclear accident- and incident-response operations and chemical accident- and incident-response operations that involve NBC material, flammable and combustible substances, and industrial chemical hazards. NBC reconnaissance units are equipped to conduct surveys and determine the type and extent of toxic contamination with mobile, real-time analysis. NBC reconnaissance and decontamination units perform chemical and nuclear hazard surveying, detection, identification, monitoring, and personnel and equipment decontamination.

Smoke units, both mechanized and motorized, provide large-area smoke and obscurant support. Additional capabilities include providing local security, vector control, limited water transfer, spray, storage, limited personnel showers, and limited firefighting. Chemical units can provide training and consultation in—

- Use of defoliants.
- Employment of riot control agents.
- Use of smoke and obscurants.
- Construction and employment of flame field expedient devices and commercial chemical threats.
- Collection, packaging, storage, disposal, and cleanup of hazardous materials and wastes.

FMs 3-100 and 3-101 provide details on missions and mission requirements.